

Sustaining Large Landscape Conservation Partnerships

Strategies for Success



Shaping the Future of the West



June 2012

SONORAN INSTITUTE OFFICES

44 E. Broadway Blvd., Suite 350
Tucson, Arizona 85701
520-290-0828 Fax: 520-290-0969

11010 N. Tatum Blvd., Suite D101
Phoenix, Arizona 85028
602-393-4310 Fax: 602-393-4319

201 S. Wallace Ave., Suite B3C
Bozeman, Montana 59715
406-587-7331 Fax: 406-587-2027

817 Colorado Ave., Suite 201
Glenwood Springs, Colorado 81601
970-384-4364 Fax: 970-384-4370

FIELD OFFICES

Magisterio #627 A
Col. Profesores Federales
Mexicali, Baja California
C.P. 21370 Mexico
Tel: 011-52-686-582-54-31

21 N. Main Street
Sheridan, Wyoming 82801
307-675-1970

c/o Joshua Tree National Park
74485 National Park Drive
Twentynine Palms, California 92277
760-367-5567 Fax: 760-367-6392

www.sonoraninstitute.org

Sonoran Institute Mission and Vision



The Sonoran Institute's mission is to inspire and enable community decisions and public policies that respect the land and people of western North America. Facing rapid change, communities in the West value their natural and cultural resources, which support resilient environmental and economic systems.

Founded in 1990, the Sonoran Institute helps communities conserve and restore those resources and manage growth and change through collaboration, civil dialogue, sound information, practical solutions and big-picture thinking.

Our passion is to help shape the future of the West with:

- Healthy landscapes that support native plants and wildlife, diverse habitat, open spaces, clean energy and water, and fresh air.
- Livable communities where people embrace conservation to protect quality of life today and in the future.
- Vibrant economies that support prosperous communities, diverse opportunities for residents, productive working landscapes and stewardship of the natural world.

The Sonoran Institute is a nonprofit organization with offices in Tucson and Phoenix, Arizona; Bozeman, Montana; Glenwood Springs, Colorado; Sheridan, Wyoming; and Mexicali, Baja California, Mexico. For more information, visit www.sonoraninstitute.org.

The Sonoran Institute, Shaping the Future of the West

SPECIAL THANKS

WRITING & EDITING
Audrey L. Spillane & Ian G. Wilson

DESIGN
Lan Weisberger – Design Solutions, LLC
Bozeman, Montana

PRINTING
Arizona Lithographers
Tucson, Arizona

Printed 6/2012/1k

BLM Mission and Vision



The Bureau of Land Management's vision is to enhance the quality of life for all citizens through the balanced stewardship of America's public lands and resources. Its mission is to sustain the health, diversity, and productivity of the nation's public lands for the use and enjoyment of present and future generations.

The BLM manages more land than any other federal agency—more than 245 million acres. This land, known as the National System of Public Lands, is primarily located in 12 western states, including Alaska. The Bureau, with a budget of about \$1 billion, also administers 700 million acres of subsurface mineral estate throughout the United States.

For more information about the BLM, its history, its mission or its activities, visit www.blm.gov.



Acknowledgements

The Sonoran Institute expresses gratitude to Bureau of Land Management staff, and to Larry Fisher with the U.S. Institute for Environmental Conflict Resolution for their essential support of this project. Many thanks to Helene Aarons, Kit Muller, and Trevor Needham for their vision and partnership on this project. We thank Matt McKinney and Shawn Johnson with the University of Montana's Center for Natural Resources and Environmental Policy; Martin Goebel with Sustainable Northwest; Gary Tabor with the Center for Large Landscape Conservation; Peter Friederici and James Buthman with Northern Arizona University; and Nina Chambers with the Sonoran Institute for their valuable insights and input into this guide. We also recognize and applaud the many large landscape conservation partnerships for contributing their stories and experiences, and for the commitment and dedication they show toward this important work.

Foreword

In 2000, the Bureau of Land Management's (BLM) Tucson Field Office and the Sonoran Institute convened a workshop that examined trends in community-based land management planning. The insight gained from this workshop resulted in the publication of the *Desktop Reference Guide to Collaborative, Community-Based Planning*. Ten years later, in June 2010, the BLM and Sonoran Institute again facilitated a meeting of collaboration veterans, this time at the BLM's National Training Center in Phoenix, Arizona.

Much had changed in that ten years. The practice of working through partnerships and collaboration is now a more integrated and sought after way to manage the public lands, particularly at the intersection of public and private lands. Increasingly, collaborative efforts are expanding from a single community or an isolated watershed to large landscapes involving many partners and many issues. From the perspective of public land managers, there is a growing recognition that strong and enduring networks and partnerships are critical for providing public input into decisions and for the effective delivery of government services.

At the 2010 workshop, we brought together leaders from some of those partnerships to tell their stories. This booklet shares the hard-won experience of the workshop participants, and other stories from the field, and highlights key principles for developing and sustaining landscape-scale collaborative efforts. Whether you are just starting out or have a more developed partnership, we hope that these principles and stories are helpful to you as a practitioner of large landscape conservation partnerships.

Carl Rountree

Assistant Director, National Landscape Conservation System and Community Partnerships
Bureau of Land Management

Luther Propst

Chief Executive Officer
Sonoran Institute

CONTENTS

page 4	Executive Summary
page 6	Setting the Foundation: Seven Principles of Successful Collaboration
page 8	Succeeding on a Larger Scale
page 10	Lead with Vision
page 12	Enable Meaningful Engagement
page 16	Use Science as Your Guide
page 18	Adapt and Evolve Management Rules
page 24	Leverage New Communications Opportunities
page 26	Conclusion
page 28	Resources and References



Executive Summary

The public lands of the western United States are changing, and so is the management of those lands. Since the 1980s and 1990s, numerous collaborative approaches to planning and management have taken hold on lands managed by the BLM and other agencies, whether at the federal, state, or local level. Such approaches offer a range of compelling benefits: they provide an opportunity to bridge traditional divides among those interested in various land uses; they enable the leveraging of knowledge, skills, and funding so that agencies and organizations can complement one another's strengths; they provide a broad means of assuring public access to and understanding of management decisions; and they have a proven track record of ensuring that public lands are managed in an inclusive way.

Over the years, the field of conservation collaboration and partnerships has evolved. Public and private lands are subject to numerous impacts that respect no boundaries and that increasingly require landscape-scale thinking. These issues include the spread of invasive

This booklet explores
each of these themes,
as well as key principles
behind successful collaboration.



species, habitat connectivity for wide-ranging wildlife, and the effects of climate change. Meanwhile, new technologies are providing us with groundbreaking tools for understanding the land and for interacting with one another. Finally, the economic recession and ongoing budget pressures at all levels of government have heightened the need for conservation and user groups to join forces, seek ways to operate more efficiently and effectively, and explore innovative methods for gaining funding. In the face of these trends, it is a good time to examine how collaborative approaches to landscape-scale management are working: what are the challenges, and the successes?

This guide is the result of surveys, interviews, and workshops that attempted to distill the principles and practices of successful landscape conservation partnerships. We recognize that no two partnerships are exactly alike; they are as varied and complex as the landscapes and sociopolitical settings from which they emerge. However, our discussions with large landscape-scale conservation partners revealed a number of common themes that have helped these groups grow and that will continue to enable them to evolve and succeed.

LEAD WITH VISION

A common vision crosses boundaries and can become the guiding and sustaining force for a collaborative effort.

ENABLE MEANINGFUL ENGAGEMENT

Creating an atmosphere of inclusivity, shared responsibility, and bottom-up rather than top-down participation invites deeper, broader, and more sustainable involvement.

USE SCIENCE AS YOUR GUIDE

Science can be the “great equalizer” in a diverse group’s decision-making process. Also, new science-based tools allow a more holistic view of landscapes and can furnish more sophisticated project planning, forecasting, and evaluation of outcomes.

ADAPT AND EVOLVE MANAGEMENT RULES

Governance structures vary widely among collaborative efforts and need to be flexible as goals and needs of the effort change over time.

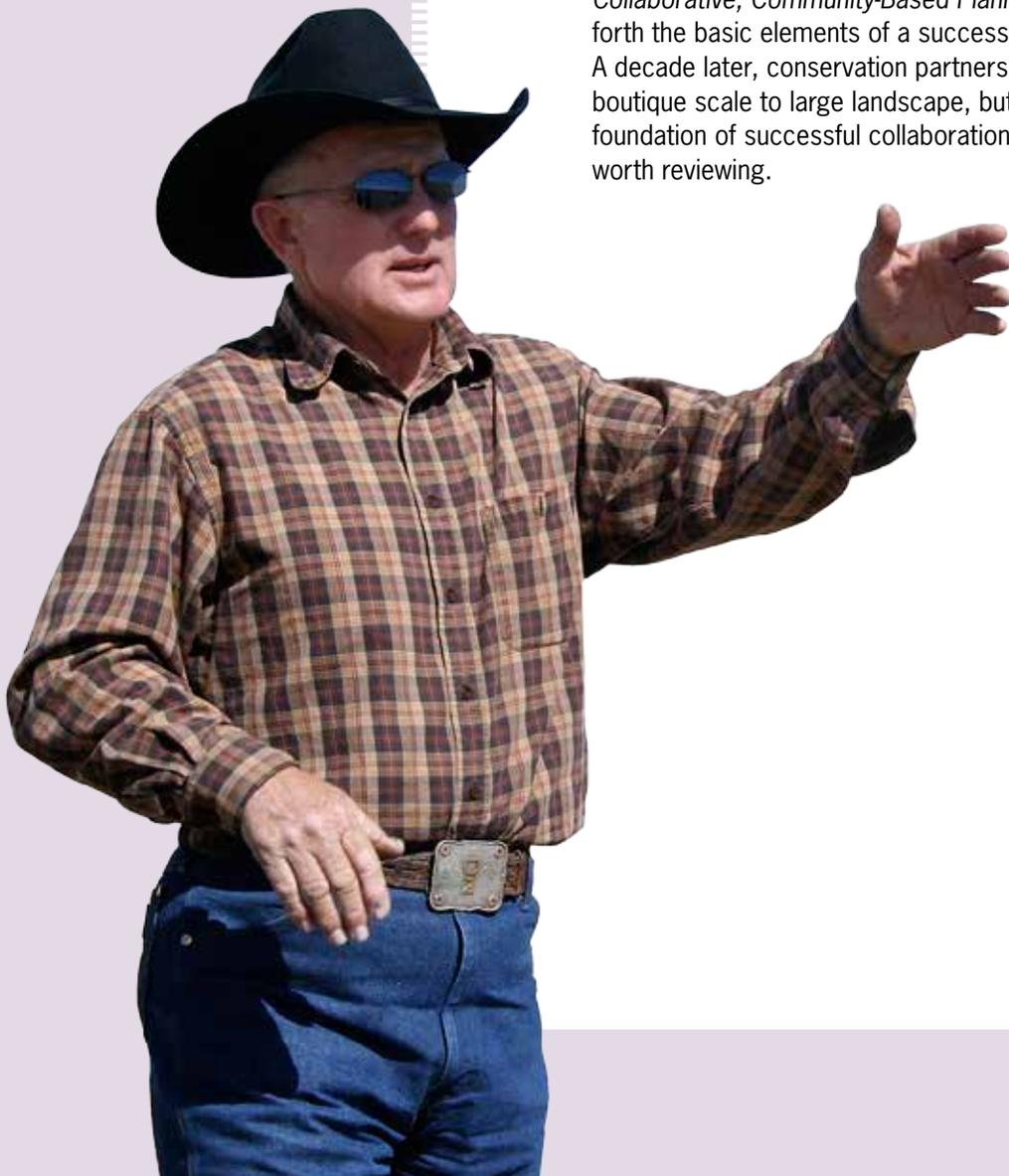
LEVERAGE NEW COMMUNICATIONS OPPORTUNITIES

Collaborative efforts and their participating partners and stakeholders must take advantage of new social media technologies as a way to build participation and new networks, promote their work, secure funding, and share information with other collaborative groups.

Setting the Foundation

The two-day workshop that the BLM Tucson field office and the Sonoran Institute hosted in 2000 was part of a long-term cooperative effort between the two organizations to build capacity within the agency and in communities adjoining public lands to effectively participate in community-based land management planning.

BLM field personnel from across the West came together to share what they had learned from their extensive experience in collaborative approaches to land management. Their stories and recommendations resulted in the *Desktop Reference Guide to Collaborative, Community-Based Planning*, a publication that set forth the basic elements of a successful conservation partnership. A decade later, conservation partnerships have trended from boutique scale to large landscape, but the principles forming the foundation of successful collaboration remain the same and are worth reviewing.



The Seven Principles of Successful Collaboration

1 Build Lasting Relationships

The most important, most fundamental factor in producing successful collaborative conservation is the strength of the relationships among neighbors, community leaders, agency representatives, and other participants. Inclusiveness is the cornerstone of developing trust and building credibility with partners.

2 Agree Upon Legal Sideboards Early On

It is important to inform participants early on what is within the sphere of the group's decision-making authority. Also, agency officials need to be clear about the federal mandates they are required to uphold, such as the National Environmental Policy Act (NEPA), as well as laws that may require them to retain decision-making authority.

3 Encourage Diverse Participation and Communication

Groups should make a special effort to get people with different perspectives to the table early in the process, both to gain the insight of varied points of view as well as to build broad-based support.

4 Work at an Appropriate Scale

Create responses to operate at the level of the problem. Determining the appropriate scale can be a major challenge but is critical to the success of collaborative, cross-boundary collaboration.

5 Empower the Group

Collaboration means truly listening and then acting upon what the group is encouraging. Land managers will find that the more they empower the group, the more the group will empower them—and the more opportunities they will all have to succeed.

6 Share the Resources and Rewards

Having access to information and resources is one of the key benefits of collaboration. It is important that all participants are involved and share equally in the group's responsibilities and its successes.

7 Build Internal Support

It is essential that agency and partner personnel build high-level support early on within their respective agencies or organizations in order to ensure the funding, staffing levels, and technical expertise required to enable the group to follow through on its plans and recommendations.

The purpose of this booklet
is to highlight and share
some guiding **principles**
and **experiences** to
help **strengthen**
large landscape
collaborative
partnerships
and foster
their effectiveness.

Succeeding on a Larger Scale

Whether it is a partnership between two people or two hundred, a successful collaboration at its core requires mutual trust, a common purpose, and a commitment to work together. These were themes we heard repeated again and again at both sets of workshops, despite the ten years and many changes separating the gatherings. That said, when the number of people involved in an effort grows, when budgets expand and projects become more complex, and when the size of the project area increases from perhaps a single watershed to an entire ecosystem, the strategies for making a collaboration work most effectively can change as well.

Large landscape conservation brings its own unique set of opportunities and challenges. Often, large landscape projects can extend across multiple county, state, and even international boundaries. They can encompass both public and private lands, and commonly fall under the jurisdiction of a menagerie of state and federal departments and agencies—including, at the federal level, the BLM, the U.S. Forest Service, the National Park Service, the U.S. Fish & Wildlife Service, the Department of Defense, and so on. Groups of people working together on these multi-issue, multi-jurisdictional, and multi-scale projects are becoming more prevalent and more sophisticated. The purpose of this booklet is to highlight and share some guiding principles and experiences to help strengthen large landscape collaborative partnerships and foster their effectiveness.

Lead with Vision



Given its size and numerous complexities, collaboration on a large landscape scale can appear daunting. But there is one powerful element that transcends the multiple boundaries, jurisdictions, and agendas that may otherwise overwhelm a collaborative effort: a common vision. A compelling issue or set of issues catalyzes people and groups to come together; the vision of how the issue(s) will be resolved is the glue that binds and sustains this collaboration.

of building trusting relationships among partners. Meanwhile, it is also important to soon move beyond the meeting room in order to keep participants inspired. Many of the workshop participants pointed to the value of achieving tangible results on the ground early in the process, even as they recognize that short-term goals are only stepping stones on the way toward achieving the larger vision. Working together on small, “low-hanging fruit” projects on which all partners and group members can quickly agree is vital both in keeping members (and their partner organizations) motivated and in increasing a group’s social cohesion, trust, and sense of shared accomplishment. Start small, in other words, but always keep the larger vision in mind.

TIP

Follow the “80/20 Rule” of focusing on areas of agreement.

Choosing projects on which partners and/or the group widely agree can help ensure progress and enthusiasm, and avoid the trap of getting bogged down by conflict (see Blackfoot Challenge profile).

It can take considerable time and patience, but the process of developing a clear vision together is an essential part



“When you can see a huge landslide that’s been stabilized or see the riparian zone recovering. . . on-the-ground success is truly I would say the single most important factor in keeping people motivated.”

Hezekiah Allen,
Co-chair of the Mattole Restoration Council, California

“A key component to a successful partnership is knowing what needs to be accomplished. Having a good, solid mission statement that becomes a mantra ensures that everyone stays on task and knows what interrelates and what is not pertinent.”

Renee Dana,
Wyoming Landscape Conservation Initiative Coordinator, BLM

“It is not difficult to communicate across diverse backgrounds and missions because all can agree on the mission and vision of the Desert Managers Group—to conserve and enhance the California deserts for future generations. Everyone wants to see a sustainable California desert, whether your mission is to promote conservation, as in the park service or wildlife agencies, or if while promoting conservation you are also promoting use of the desert, such as the Department of Defense.”

Russell Scofield,
Desert Managers Group Coordinator, BLM

Blackfoot Challenge: Building Trust and Momentum through Consensus

Facing numerous issues of caring for the land in the late 1970s, landowners along the Blackfoot River in Montana began gathering community support for conserving and sharing the resource through public and private partnerships. The Blackfoot Challenge was established in 1993 and has since gained wide recognition for its innovative approaches that bring together landowners and governmental agency staff for community enhancement and natural resource conservation.

Through a series of public-private partnerships, the Blackfoot Challenge annually achieves a long list of on-the-ground accomplishments: conserving an average of 7,000 acres of land every year since 1993; creating fire safety for 500 acres of forest; treating 5,000 acres of noxious weeds; reducing conflicts between people and wildlife; educating 500 youth; reaching 1,500 adults with lessons learned; and conserving water and energy through increased efficiencies.

Private citizens provided the impetus for the creation of the Blackfoot Challenge, and they remain critical in enabling the organization to bring people together with land management agencies to generate positive, proactive solutions to land issues that transcend public-private boundaries. For example, the group has recently worked with The Nature Conservancy to place 89,000 acres of former private timberland into a network of public and private management.

The most important elements of collaborative leadership, according to executive director, Gary Burnett, are being inclusive, working toward consensus, thinking long-term, acting flexibly, and remaining open to the different ideas that will be brought to the table. To successfully navigate this diversity and progress toward its vision, the group operates on what they call the “80/20 Rule.”

“This rule is often articulated by one of our fifth-generation ranchers, David Mannix, who sits on our board: Try to work on the 80 percent where people come together on agreement. It’s not that the other 20 percent is not important, but if we focus on the 20 percent where we disagree, we probably won’t get much work done. Weed control was one of the early consensus and continues to be one of the things we work on. It’s onerous and takes a long time, but we continue to work on it and we’re making some pretty good progress.”

Learn more about the Blackfoot Challenge: www.blackfootchallenge.org



“

One of the best things that we can do is not be out front, but behind, and help people who are already on the coast be more successful in the driver's seat.”

Rick Hanks,
Monument Manager, California Coastal National Monument, BLM

TIP

Create opportunities for informal networking to help build relationships among partners and group members.

Practitioners we spoke with stressed the importance of creating ways for partners and group members to bond through casual interaction outside of the conference room. Sharing meals, working together on projects in the field, and simply having time to talk with one another during meeting breaks all serve to strengthen relationships among partners and group members, which ultimately results in a stronger and more effective collaboration.

Enable Meaningful Engagement

When it comes to managing large landscapes, no single entity can or should do it all. The sheer size and diversity of large landscape-scale projects call for broad and varied involvement, while ongoing budget pressures in Washington underscore the importance of building stronger partner and private-sector participation and funding streams. Indeed, the practitioners we spoke with noted that there is a heightened interest at the federal level in supporting partnerships and collaborative programs. They cite the increasing number of interagency partnerships linking varied agencies, as well as a growing recognition by agency officials of the value of working in broader citizen-based partnerships. The government, across all sectors, is relying less on public employees in traditional roles, and more on a complex, interlocked network of partnerships, contracts, volunteers, and alliances to accomplish mission-critical work.

This perceptible shift from land management agencies' traditional roles as doers on the land to enablers is beneficial; it invites more and deeper participation from partner organizations and local citizens, which in turn makes a

collaborative effort more impactful and sustainable.

How can agency employees and private citizens more effectively enable the large landscape collaborative process? One of the most important contributions any land management agency can make toward a collaborative project is its networking capability. At the simplest level, this might be a matter of providing a meeting space, hosting a website, or sending meeting notices to interested stakeholders. It can mean providing scientific assistance in the form of GIS training or hosting, supplying ecological survey information, or offering other technical support. Likewise, partners and non-agency member groups can play important leadership roles and participate in the setting of goals, public outreach, social networking, on-the-ground restoration work, and many other tasks.

At the same time, management agencies working in a collaborative effort can and should continue to take advantage of their built-in, long-term institutional commitment. Though particular mandates, funding levels, and personnel do change over time, agencies have the legal authority and commitment to the management of particular lands or entire landscapes through the long haul. This provides critical stability to collaborative efforts in which particular stakeholders, partner groups, and even project goals may be in flux over time.



Suggestions for Enabling Large Landscape-Scale Collaboration:

Be open and inclusive

Inclusiveness in a collaborative process is not an intangible goal, but rather an outcome that needs to be realized continually. An inclusive group is one in which mutual trust—often developed over a long period of time—fosters a safe environment in which information, values, and decision-making authority can be readily shared.

Allow partnerships to form from the grassroots, empowering local citizens

“Successful partnerships are implemented and led from the grassroots. Local and active participation is critical,” says the BLM’s Renee Dana. The group she works with, the Wyoming Landscape Conservation Initiative (WLCI), created local project development teams to assist throughout the 18 million acres that the initiative covers in southwest Wyoming. Open to anyone who wants to join, these teams help WLCI stay focused and true to its mission, bring a diversity of ideas and expertise to the table, and provide critical support in the field. “We can’t be all things to all people, so we depend on those partnerships and those folks on the ground to help us out,” Dana says.

Leave titles, agendas, and assumptions at the door

In a collaborative setting, every partner and stakeholder at the table must be willing to sacrifice at least some self-interest and territorial control in pursuit of a larger good. Also, the collaborative effort may not be “business as usual.” Many participants may be asked to take on new roles and responsibilities and to adjust to decision-making procedures that may differ from those in their own agencies or organizational settings.

Provide numerous opportunities for participation

People bring a variety of skills to a partnership and want to feel that they are making a difference. To nurture their long-term commitment, partnerships should take full advantage of participants’ energy and skills by offering a variety of ways to help beyond attending meetings. These can include assisting with on-the-ground projects, gathering and communicating data and information, and securing financial contributions. Partnerships need active participation in all of these areas to remain healthy and effective.

Provide a forum for divergent groups to come together for the common good

Whether it is part of the formal governance structure or a natural outgrowth of the collaborative process, successful collaborative efforts often form an umbrella structure that coordinates and supports the activities of the various partners, groups and individuals. Such a forum not only facilitates awareness and cooperation but also makes the groups’ efforts more efficient, by better leveraging each other’s resources and minimizing duplication of effort.

With only two full-time employees, the California Coastal National Monument presents a dramatic example of a forum’s organizational efficiency. To effectively manage its more than 20,000 small islands, rocks, and exposed reefs along the 1,100 miles of California coast, the monument’s tiny staff developed and pulled together a broad array of partners from the Oregon border to San Diego. The core partners include the three main agencies with management responsibilities: the BLM, Department of Fish and Game, and California State Parks. More than two dozen collaborative partners work with the BLM on a wide range of monument activities.

“We’re tasked with coordinating,” says Rick Hanks, monument manager. “Our effort is focused on creating a forum for all of those different management agencies to work together so there is more awareness, more cooperation and no repetition of services, and so that everyone is able to take advantage of the efforts that have been made previously in resource protection and analysis of the resource.”

ENABLE MEANINGFUL ENGAGEMENT

“

The BLM was very, very skilled in calling meetings but not imposing their processes on those meetings, so people worked out the most effective way to interact with each other. I think that was very helpful and it showed great patience on the part of BLM, which was absolutely necessary to establish a level of trust amongst all of the different interests.”

Jeff Williamson,
Board Member,
Cienega Watershed Partnership



The Crown Managers Partnership: Unifying Multiple Jurisdictions, Agencies, and Collaborative Community Efforts under One Umbrella



The Crown of the Continent is a vast swath of mountains, grasslands, and wilderness valleys that stretches from the Bob Marshall Wilderness Complex in Montana to the Highwood River and Elk Valley in Alberta and British Columbia. Encompassing 28,000 square miles of the northern Rocky Mountains, it is governed by multiple jurisdictions: national, state or provincial, tribal, and local. It was in order to unify the often fragmented land management prevailing here that governmental representatives initiated the Crown Managers Partnership in February 2001 by joining together, with the help of the Miistakis Institute for the Rockies, to create a forum about ecosystem management for the Crown region.

The initial workshop was considered a great success, and a steering committee formed to continue to develop further advances in ecosystem management and collaboration across political borders. The workshop became an annual event that resulted in the formation of the Crown Managers Partnership (CMP). A unique example of international cooperation on a landscape scale, the partnership started with modest goals of communication and information sharing, but has developed over a short period of time into a successful example of collaboration that has dealt with such complex, cross-border issues as climate change, wildfire and watershed management, the decline of whitebark pine ecosystems, the impacts of tourism, and the control of invasive plant species.

“We are a critical piece of landscape for this whole continent,” says Mary Sexton, director of the Montana Department of Natural Resources and CMP member.

“For us to understand what east of the divide is doing, say along the Rocky Mountain front or along the front in Alberta, and what our friends on the other side, in the Flathead Valley or in Fernie, British Columbia, are doing is really important. Learning what issues communities are dealing with, be it wildfire, management of grizzly bears, or management of tourism, has been very beneficial.”

Bringing Native American tribal members into the process early and often was also critical in an area that includes sovereign tribal landscapes. Indeed, the CMP is a rare partnership that encompasses governments of multiple sovereignties.

CMP members also work with the Crown Roundtable, a voluntary forum of many different stakeholder groups that facilitates dialogue over regional ecosystem conservation. It also provides an avenue to reach out to broader publics, and to integrate the knowledge and experience of citizen stakeholders within the management process. That allows for important information-sharing across jurisdictional and watershed boundaries, and allows members to take a broad view of what links specific areas and projects.

“It takes dedication and patience,” Sexton says, “but I think in the long run this is going to be the avenue of the present and the future in order to get good, large landscape work and projects done.”

Learn more about the Crown Managers Partnership:
<http://www.crownmanagers.org>



Use Science as Your Guide

Science is the basis for thoughtful land-use planning and is at the heart of many collaborative efforts. In the last ten years, practitioners in collaborative ventures have experienced a revolution in the application of science to landscape-level planning. New tools for mapping, remote sensing, scenario planning, monitoring of species, and modelling of such processes as wildfire, the movement of groundwater, and climate change allow a much more holistic view of landscapes. In turn, this more comprehensive understanding of the landscapes and their systems underscores that those landscapes must be managed as a whole and in such a way as to anticipate the needs of our changing future.

TIP

Use joint fact finding as a way to build relationships and produce scientific information on which partners and stakeholders can agree.

The trust that is integral to landscape-level collaboration grows out of shared work and common understandings. It forms, above all, when partners and stakeholders make discoveries together. For this reason, it is a good idea to build some joint fact finding into a collaborative project from the very beginning. Through this process, participants work together to arrive at a mutual understanding of the issues relevant to their effort and to reach agreement on the technical and scientific information that will guide their decisions.

“The purpose of joint fact finding is to allow stakeholders and decision makers to work side by side with experts to seek agreement on what they know; what they don’t know; and what they need to know in order to make timely, informed decisions,” says Matthew McKinney, director of the Center of Natural Resources and Environmental Policy at the University of Montana.

Demographic and economic changes will continue to affect western landscapes as people make decisions about where to work, live, and play. Climate change will alter landscapes and ecological processes in ways both predicted and surprising. In the face of this flux, it is vital to pay close attention to the scientific and scenario planning tools that can provide the latest and best information.

In guiding a collaborative group’s efforts, science can serve as both a means and an end. The process of monitoring and collecting data in the field, for example, provides a group not only with critical information but also offers important opportunities for engaging local citizens, team building, and strengthening community investment and support. Also, in an atmosphere of divergent interests and agendas, science can act as the “great equalizer,” cutting through conflict with hard facts. Finally, scientific information can show a group the path forward by informing planning and decision-making, but it is equally important as a means of evaluating success. As such, it forms the foundation for adaptive management, ensuring that future decisions are based in part on ongoing monitoring of past results.



Wyoming Landscape Conservation Initiative: Using Science to Reconcile Competing Land Uses and Inform Conservation



The Wyoming Landscape Conservation Initiative began in 2007 as an effort to balance conservation and ecosystem restoration with development at the landscape scale. The initiative covers 19 million acres of the Green River Basin and adjacent land—an area that contains tremendous natural habitat, over 1,400 family farms and ranches, and large amounts of recoverable natural gas reserves.

The initiative works at various levels to integrate interested groups; its executive committee consists of eight members from participating agencies (BLM, U.S. Geological Survey, U.S. Forest Service, U.S. Fish and Wildlife Service, Wyoming Game and Fish Department, Wyoming Department of Agriculture, the Wyoming County Commissioners Association, and the Wyoming Association of Conservation Districts). Six other committees provide scientific and technical support, coordinate information among federal agencies, and communicate with the public. Four geographically based local project development teams involve local parties in developing common conservation priorities and providing input into specific projects.

Initiative participants believe that the best way to reconcile competing land uses is to integrate science-based habitat assessments conducted across the landscape, as well as local input, into the planning process. They have six goals:

1. habitat conservation
2. supporting sustainable agriculture
3. improving knowledge of the southwest Wyoming ecosystem
4. synthesizing information and communication
5. supporting partnerships
6. providing mechanisms for data and information exchanges.

“We have a strong science foundation,” says Renee Dana of the BLM. “We have a science strategy plan and are working on science management integration. We gather data, identify data gaps, and use data to inform conservation.” The U.S. Geological Survey (USGS) is on WLCI’s executive board and is a member of its coordination team. With assistance from USGS and other partners, WLCI uses LIDAR (light detection and ranging) mapping for vegetation and soils typing, and to determine their interrelationships with wildlife.

WLCI shares the scientific information it gathers with other interested parties through its own website and one it shares with the USGS. It also produces a science catalogue to house and make available the scientific data it gathers.

Looking forward, Dana says science will help them measure the effectiveness of the group’s efforts. “We are working on a comprehensive assessment with our local partners to provide long-term guidance so that five years from now we can determine if we are meeting our goals and our mission statement.”

Learn more about the Wyoming Landscape Conservation Initiative: www.wlci.gov



“

Citizens, policymakers, and scientists agree that land use, natural resource, and environmental policy should be based on the best available science.”

Matthew McKinney,
Director of the Center for Natural Resources and Environmental Policy, University of Montana

Adapt and Evolve Management Rules

“

In terms of relationships, collaboration, and governance, you need to assume that it's going to be a continuum and assume that you need to be adaptable. We started out with one vision of what the partnership was going to be and relatively quickly realized that we had to adapt and continue to adapt as things change.”

Karen Simms,
BLM and Cienega Watershed Partnership

Governing structures of large landscape collaborative efforts can vary widely. Some organizations are designed primarily to implement projects, such as the Mattole Restoration Council or Restore New Mexico (see profile). Others serve more as umbrella organizations coordinating multiple partners, as with the Blackfoot Challenge and the California Coastal National Monument. Common to all effective collaborative partnerships and groups, however, are the traits of openness and clarity. Rules of engagement must be clear to all, and partners and members need to agree on how power is exercised, exactly how decisions are made, how decision makers are held accountable, and how partners and stakeholders have their say.

As it matures and the projects it works on develop and change over time, a partnership's governance structure is likely to change as well. Many conservation efforts begin with an ad hoc group addressing a specific need that then becomes a formalized organization as the number and scope of members, partnerships, and initiatives expand. Similarly, when a group progresses from the planning to implementation stage, its governance needs may change. With this in mind, it is important to revisit your governance structure periodically and to remain flexible enough to allow it to evolve as needed.



PROFILE



Cienega Watershed Partnership: Evolving over 20+ Years

Just a short drive east on Interstate 10 from the sprawl and hubbub of Tucson, the grasslands and perennial creek waters of Las Cienegas National Conservation Area (NCA) are a step back in time. Vistas of open land stretch to distant mountains; cattle ranchers ply their trade; animals such as gray hawks, yellow-billed cuckoos, mountain lions, and coatimundis roam riparian corridors that connect the forested mountains. Grassland species such as pronghorn, black-tailed prairie dogs, and grasshopper sparrows are finding new habitat in recently restored grasslands where mesquite has been removed.

It wasn't easy keeping this valuable tract of land from development—or to decide what to do with it at all. After it came into BLM management in 1988 through a land swap, a need for joint planning in this fast-growing region soon became evident. The BLM initiated a collaborative process that, some years later, led to the formation of the Cienega Watershed Partnership, whose mission is to facilitate cooperative actions that steward the natural and cultural resources of the Cienega Watershed while enabling sustainable human use. Today the Cienega Watershed Partnership fosters integrated management across the 42,000-acre NCA and a neighboring planning area of an additional 100,000 acres.

The congressional decree establishing the NCA mandated citizen involvement, and the partnership is focused on implementing the resource management plan that the BLM wrote, with extensive stakeholder input and buy-in, for the NCA. “Federal agencies were never going to have sufficient resources to implement the resource management plan,” says partnership board member Jeff Williamson. “They weren't going to be able to conduct the monitoring and restoration that needed to be done to keep the landscape from decline. So we told them, ‘Let us go where you can't. Use us as an experiment.’”

The experiment has been a success. In a landscape of many potentially competing interests, from cattle grazing to wildlife conservation to many types of outdoor recreation, the partnership offers a way to find common ground. Led by a nine-member board, it serves as a social hub and as an umbrella group for a number of community-based organizations in the region.

From the BLM's perspective, it was critical for the partnership to transition from a cooperative forum to a nonprofit 501(c)3 organization so that it could raise funds to engage in particular projects that can't be funded by the BLM or other public agencies. “As we moved from planning to implementation, we realized that we had a hole of who was going to continue to facilitate and provide administration for that forum and who was going to generate resources for the work that participants in the forum wanted to undertake to support the BLM in developing the land use plan,” says Karen Simms of the BLM. “We quickly realized that in order to get those resources, we needed a nonprofit organization.”

Recently the partnership was awarded a grant from the National Fish and Wildlife Foundation for a three-year project aimed at the inventory and restoration of the NCA's aquatic species and habitats. Volunteers will do much of the work, which should help the region's native frog and amphibian species.

The partnership is also engaged with other regional organizations in assessing and planning for the likely impacts of climate change in southeast Arizona. Williamson says that it is able to be more nimble than often understaffed and over-committed land- or wildlife-management agencies can be.

“Our focus right now,” he says, “is on how to deal with rapid change in complex systems.”

Learn more about the Cienega Watershed Partnership: www.cienega.org



Funding Needs Also Bring Change

Funding needs represent another key driver of governance structures and their evolution. The search for funding is an ongoing challenge in the best of times, not to mention during a stressed economy with shrinking government budgets and increased competition for grants. Added to these difficulties is the complexity inherent in large landscape-scale collaborative partnerships. Several workshop participants commented, for example, on the difficulty of coordinating budget requests across and within state and federal agencies, and then combining funding from different sources to apply to specific projects.

The governance structure of the Desert Managers Group (DMG) allows federal backing for coordinated projects. However, it doesn't have any fiduciary authority, so all of the work that gets done is conducted through the authority of the various agencies involved in the group. "That has created huge problems for funding for us," says Russell Scofield of the DMG. "You have a project that everyone in the room agrees to as a high priority. Desert Tortoise monitoring is a classic example. This is something in the recovery plan, something that every manager within the range of the listed population of Desert Tortoise needs to participate in. They all support it, but yet how do we fund it? How do we do a coordinated budget request? And if we have several agencies that do have funding to contribute to it, how do we pool all that funding from different agencies—worse yet, from different departments, like Interior and Defense—into one place so we can accomplish one single project that benefits everyone? That's the challenge. And we see that at six-digit projects, all the way down to \$10,000 to \$20,000 projects. We refer to it as 'tin cup budgeting.'"

Remaining nimble and innovative as an organization in order to address funding challenges is absolutely vital. Some groups, like the Cienega Watershed Partnership (see profile) and the Mattole Restoration Council have adapted by forming non-profit organizations and partnering with similar organizations in the region to make joint funding requests. Several participants noted a desire among funders for landscape-level impact and greater coordination of funding requests. A regional approach to seeking funding acknowledges this preference and also helps diversify funding sources.

Hezekiah Allen of the Mattole Restoration Council says that when his group signed a memorandum of understanding to cooperate with two other non-profits in the area, it was actually at the request of funders. "Funders were tired of seeing redundant grant applications," he says. "The interim MOU was signed two years ago, and since then all three groups have seen benefits. We maintain very long-lasting relationships with our funders, and the MOU has definitely helped provide a framework for those relationships."

As groups like Restore New Mexico have discovered, finding innovative ways to raise and consolidate funding can significantly broaden the impact of their work (see profile).

TIP

Seek non-traditional forms of funding and services.

All public land managers today are challenged to have sufficient and adequate resources to protect the quality of our landscapes. Rather than relying solely on state, federal, and local investment in land management, partners and stakeholder groups can become actively involved in finding non-traditional ways of supporting public land protection and management.

Like Restore New Mexico and the Cienega Watershed Partnership, groups we spoke with have been able to leverage partnerships to access funding from other sources, such as from foundation grants and trusts, individual contributions, and ecotourism.

"We have to find ways of managing these linked landscapes that have shared values outside of what has become the prescriptive norm," says Jeff Williamson of the Cienega Watershed Partnership. "Agencies do not have the kinds of resources necessary to manage to a quality outcome. We say: 'We understand you have limited resources. Perhaps we can attract resources from these other areas in ways that complement your management plans.'"

Restore New Mexico: Bringing Together Diverse Funding Streams for Conservation on a Grand Scale

The BLM manages more than 13 million acres in New Mexico, but the Restore New Mexico program doesn't consider even that vast area in isolation. It is a landscape-scale Healthy Lands Initiative project that aims to conduct restoration work on large tracts of land, often across jurisdictional boundaries. Since 2005, the program has conducted restoration treatments on lands both public and private. It has restored arid grasslands that had become overgrown with mesquite or creosote, removed invasive saltcedar from riparian corridors, and rehabilitated abandoned roads and oil well sites.

The program began at the initiative of Linda Rundell, BLM's New Mexico state director. In 2005 the Natural Resources Conservation Service (NRCS) dedicated \$1.25 million in funding from its Environmental Quality Incentives Program toward the restoration of BLM grasslands in southeastern New Mexico. The BLM matched the funding. Since then funding from the NRCS has continued, and the BLM has committed more than \$20 million of its own funding in the last five years. The success of this collaboration has also leveraged funding from other sources, including ranchers, local communities and irrigation districts, conservation organizations, sportsmen's groups, the National Fish and Wildlife Foundation, and private interests. Local Natural Resource Conservation District offices have been able to serve as fiscal agents that accept federal funds from multiple agencies, as well as private funds that are then used for a single unified project.

"In the past, one of our biggest problems occurred when the budget was distributed and specialists received a few thousand dollars to do their individual projects on the ground," says the BLM's Doug Burger. "That ended up with one acre being treated here, five acres there, and maybe a big treatment would be 100 acres. Today we focus on 22 priority watersheds within the state. All the NEPA planning is done up front. At that point we combine all the funding we can find into focusing on these landscape areas. That allows us to restore land health 100,000 acres at a time."

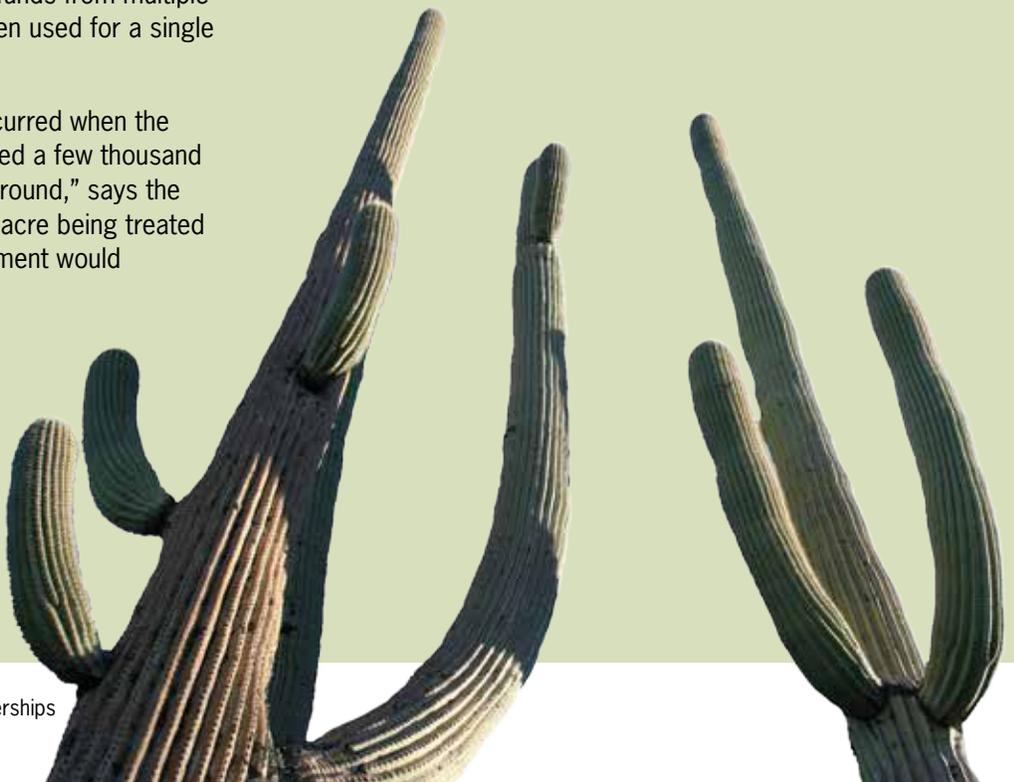
Pooling diverse funding has been critical to the program's success, as have its diverse partnerships.

Restore New Mexico has enabled the BLM to work together with a wide variety of groups such as tribal governments, the Boy Scouts, oil companies, ranchers, and the Peregrine Fund on projects of mutual benefit. As a result, restoration projects have been implemented on almost two million acres in a wide variety of habitats across much of the state. The practice of focusing on the ecological needs of a landscape, rather than on the property lines that cross it, is promising. Restore New Mexico planners have already identified more than four million additional acres they want to work on next.

"Many of our staff has claimed that they have had more impact on the land in the last five years under Restore New Mexico than in the 25-30 years of their previous career work," Berger says. "That's a testament to how much you can do with a good partnership."

Learn more about Restore New Mexico:

www.blm.gov/nm/st/en/prog/restore_new_mexico.html





Leverage New Communications Opportunities

“

We have various unfolding and new options to harness people's interest, people's awareness, people's commitment, and people's support over time—and harnessing the social media will be important for all of us. We have to focus and build relationships with people through the Web, just like we do at the local level.”

Martin Goebel,
Sustainable Northwest

TIP

Let the students be your teachers.

Engaging younger members or volunteers in the process of designing and implementing your social media strategy is a great way to both tap their Web-savvy and energize this important sector of your partnership or group.

The Internet and new social media technologies are powerful tools that collaborative groups can use to draw in partners, attract funding, and share scientific information. By now it is fairly standard among collaborative partnerships and groups to have a robust website, filled with news, photos, videos, in-depth project information, and ways to donate and get involved. However, newer social media tools are still on the horizon for most of the partnerships and groups we feature here.

Platforms such as YouTube, Twitter, and Facebook did not exist a decade ago, when the BLM had its initial workshop. But since exploding onto the scene over the last six years, they have been revolutionizing the ways individuals and organizations interact. They are hugely popular and influential, and simply cannot be ignored. Without losing sight of the basics—the face-to-face outreach, meetings, and rallies that have proven essential for gaining and sustaining involvement—it is important for collaborative partnerships and groups to learn how to gain the benefits of these tools and begin integrating them into their overall communications strategy.

But where to begin? Martin Kearns is co-founder and executive director of Green Media Toolshed, a non-profit organization dedicated to helping the environmental movement communicate more effectively. He writes one of the leading blogs on network-centric advocacy, titled “Network-Centric Advocacy: Advocacy Strategy for the Age of Connectivity” and frequently conducts presentations and workshops on network-building. His advice to groups entering the social media arena:

1. Listen before you speak.

Think about whom your partnership or group communicates with now and what kinds of information you listen for. Specifically, who do you listen to and what information, if you heard it today, would change your actions tomorrow? Once you have defined your listening strategy, you can set up a Google Search Alert for related keywords. Then, whenever someone talks in a blog or anywhere else on the Web about topics important to your partnership or group, you will receive an email notification. You can read and then comment on what they are saying, effectively starting a dialogue.

Remember that, through social media, your partnership or group is forming a different kind of relationship with your audience. Rather than the broadcast you have traditionally made through your newsletter or press releases, a social media relationship is a two-way conversation, and you need to act accordingly.

“When you walk into a party of new people, you don’t just get up on a stage and start talking,” Kearns says. “A better approach is to ease yourself into the crowd, walk around and mingle. Listen to what people are saying, and if you have something to say on that topic, then you speak up. It’s much the same with social media. Listen and chit chat before asking people to volunteer or give money, or whatever else you want them to do for your group.”

2. Be careful what you ask for.

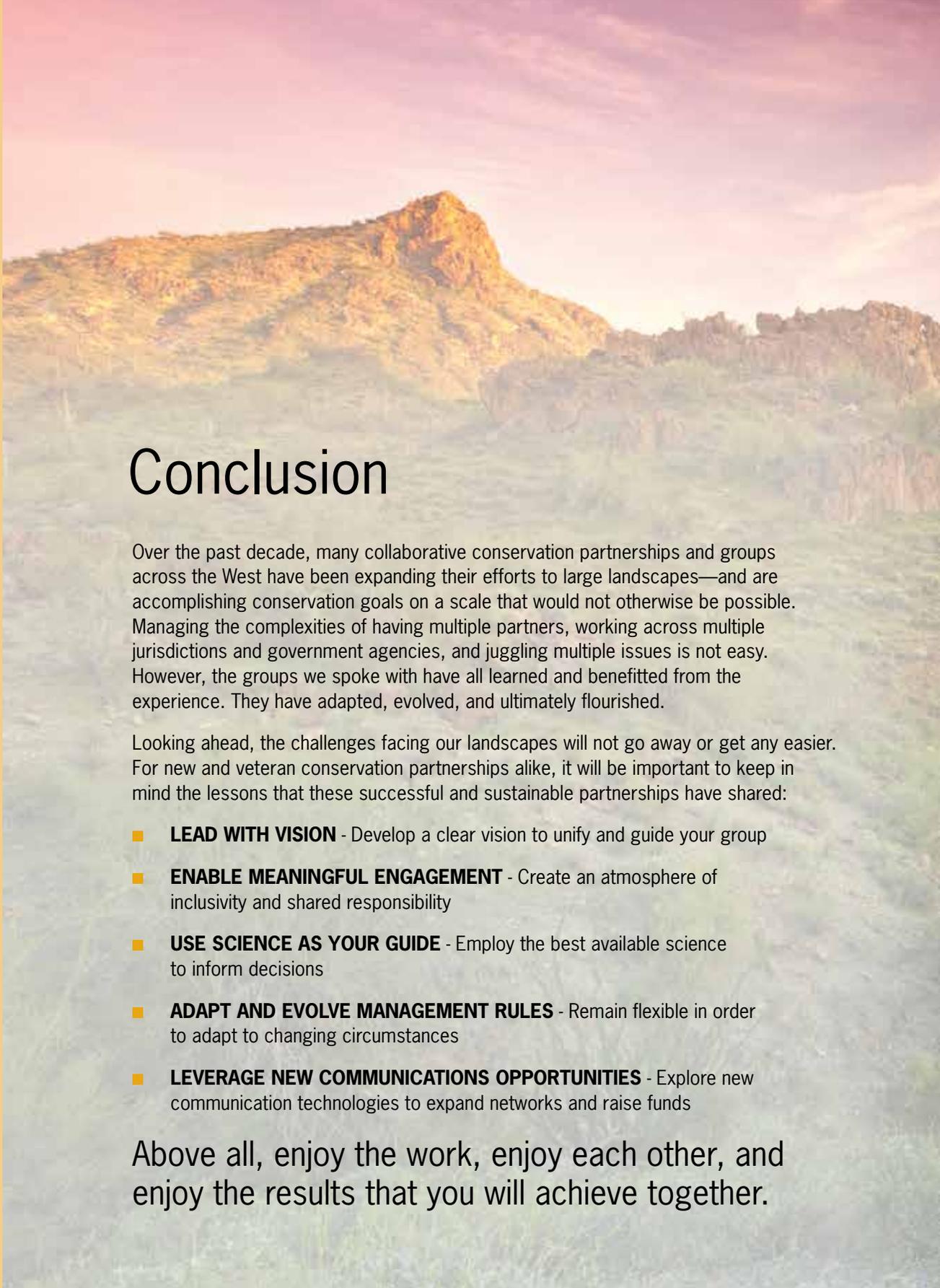
Setting up a Facebook page and gaining fans is relatively easy. The larger challenge is determining your “Ask.” Do you want your audience to write to their congressman, help with a field project, donate, attend a meeting? It is critical to carefully think through what you want from them, and what you will do with their actions. If you ask them to submit a photo, for example, how do you promote that? What feedback will you provide? Does it go into a photo contest, a collage that is put on the entrance wall or the visitor’s center? In short, what do you do with people once they pay attention to you?

“Think of it as a radio channel, but it’s a conversation,” Kearns says. “Once someone tunes in, they had better not get dead air, because they will go away. Whether it is YouTube, Twitter, or your email list, you have to have something to talk about.”

3. Invest in the relationship.

Having a relevant and effective social media presence requires time and resources. Not only do you need to spend time every day reading and responding to what people are saying about your group and your issues, but you also have to invest the necessary time in planning ahead to keep the conversation going. Your social media plan should be just as structured and detailed as the rest of your communications strategy, complete with an editorial calendar that sets forth topics months in advance.





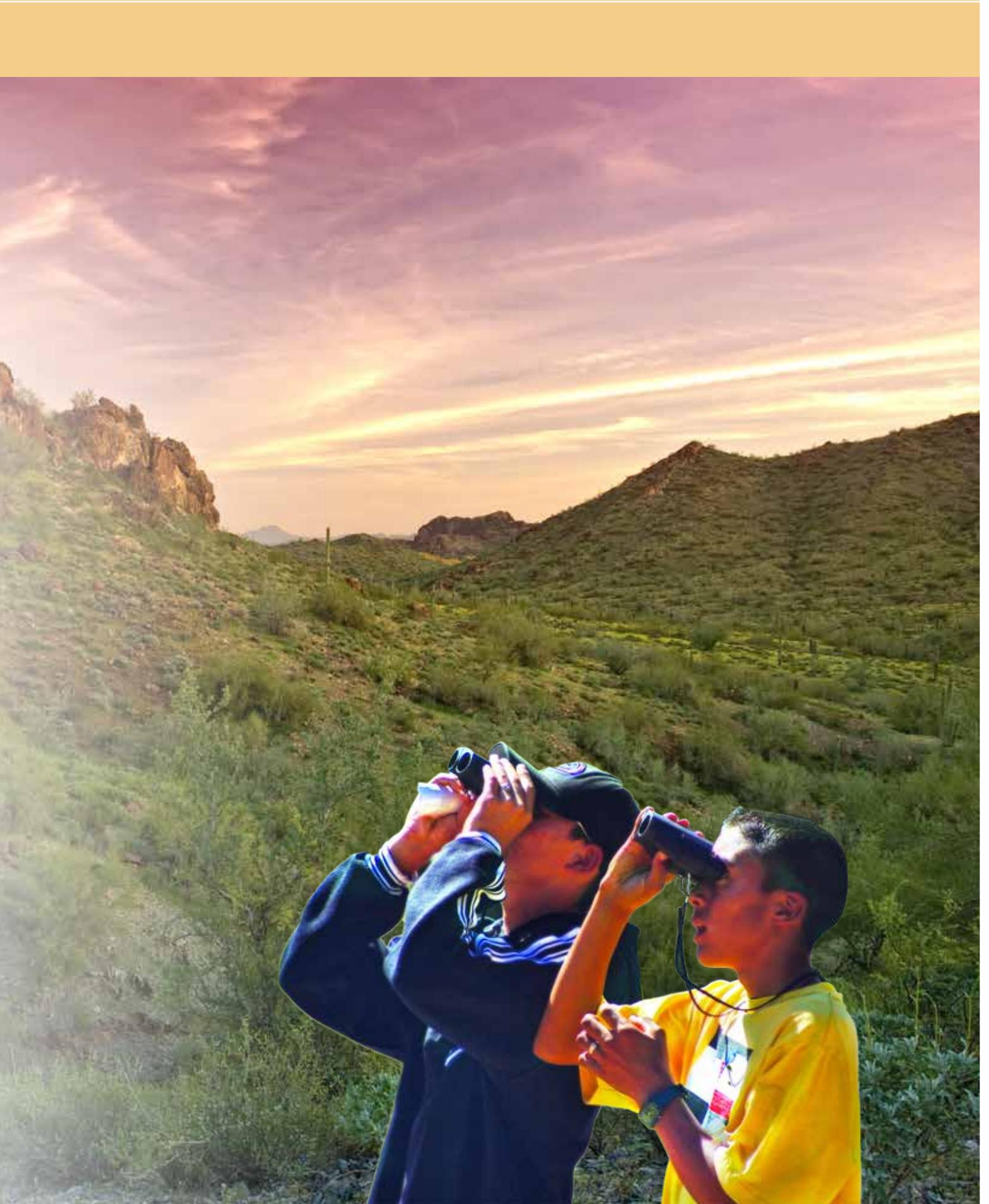
Conclusion

Over the past decade, many collaborative conservation partnerships and groups across the West have been expanding their efforts to large landscapes—and are accomplishing conservation goals on a scale that would not otherwise be possible. Managing the complexities of having multiple partners, working across multiple jurisdictions and government agencies, and juggling multiple issues is not easy. However, the groups we spoke with have all learned and benefitted from the experience. They have adapted, evolved, and ultimately flourished.

Looking ahead, the challenges facing our landscapes will not go away or get any easier. For new and veteran conservation partnerships alike, it will be important to keep in mind the lessons that these successful and sustainable partnerships have shared:

- **LEAD WITH VISION** - Develop a clear vision to unify and guide your group
- **ENABLE MEANINGFUL ENGAGEMENT** - Create an atmosphere of inclusivity and shared responsibility
- **USE SCIENCE AS YOUR GUIDE** - Employ the best available science to inform decisions
- **ADAPT AND EVOLVE MANAGEMENT RULES** - Remain flexible in order to adapt to changing circumstances
- **LEVERAGE NEW COMMUNICATIONS OPPORTUNITIES** - Explore new communication technologies to expand networks and raise funds

Above all, enjoy the work, enjoy each other, and enjoy the results that you will achieve together.



Resources

Bureau of Land Management Appropriate Dispute Resolution Program

This program explores alternatives to litigation for resolving contentious land issues. This is a positive resource for those looking to build upon their understanding of collaboration regarding land management, as well as for those working to resolve issues in the workplace or regarding government contracts. The website provides links to the laws and agency directives that encourage or require collaborative inclusion of stakeholders within the federal management structure.

www.blm.gov/wo/st/en/prog/more/adr.htm

Bureau of Land Management, National Training Center

The BLM National Training Center is recognized nationally as one of the outstanding training facilities in government. Its mission is to sustain the health and productivity of the public lands through education and training. The NTC offers over 200 courses annually, making it a primary source for BLM training in natural resources and leadership. However, NTC's service to the federal community doesn't end there, as many courses are available to partners and employees of other agencies through a tuition program, and many agencies of state and federal government use the facility on a cost-reimbursable basis.

www.blm.gov/ntc/st/en.html

Center for Natural Resources and Environmental Policy at the University of Montana

The Center for Natural Resources and Environmental Policy is an applied research and education center. It operates on the premise that the most effective way to shape public policy is through public processes that are well informed and provide meaningful opportunities for all interested citizens, stakeholders, and decision-makers to participate. Staff and associates specialize in collaboration, conflict resolution, and various substantive areas of policy, including water, public lands, and land use planning. During the past eight years, the Center has focused much of its effort on large landscape conservation, including facilitation of the Roundtable on the Crown of the Continent.

www.cnrep.org
www.crownroundtable.org

Green Media Toolshed

Green Media Toolshed provides tools and training to organizations involved in the environmental movement to improve the effectiveness of their communication with the public.

www.greenmediatoolshed.org

Heritage Development Institute

The Heritage Development Institute offers workshops and other training opportunities for the development of professionals involved in heritage areas. This program, which partners with the National Park Service, assists various agency personnel as well as citizen stakeholders in the areas of organization, management, education, building capacity, marketing, and sustainability. The website has information about workshops, newsletters, and research, as well as links to similar services from other organizations.

www.heritagedevelopmentinstitute.org

Lincoln Institute of Land Policy

The Lincoln Institute examines issues of land management and taxation and provides information about urban planning, valuation and international issues. The website contains valuable networking information as well as scientific and policy analysis. A substantial list of resources includes books, working papers, a quarterly magazine, and multimedia resources. Much of this material is available for free downloading, including certain book chapters.

www.lincolninst.edu

Miistakis Institute for the Rockies

Affiliated with the University of Calgary, the Miistakis Institute is a research-oriented organization developed to assist with advancing knowledge about the Crown of the Continent, centered on Waterton-Glacier International Peace Park. Information about its three main focus areas—ecosystem research and management, geospatial analysis, and the facilitation of information sharing—is available on the website.

www.rockies.ca

Netcentric Campaigns

A subdivision of Green Media Toolshed, Netcentric Campaigns power progressive social change by serving as a hub connecting change makers with the innovation, tools and strategy needed to be successful in the age of connectivity.

www.netcentriccampaigns.org

Northeast Landscapes

Planners and advocates are working across political jurisdictions to establish landscape conservation initiatives that protect watersheds, wildlife habitat, and other landscape-scale processes. This is especially true in the 13 state Northeast Megaregion, where complex urban development patterns and high demand for land and resources poses particular challenges for conservation. Landscape conservation initiatives can be a key tool for identifying and responding to the broader threats of regional land use and infrastructure investment decisions. With support from The Doris Duke Charitable Foundation and the USDA Forest Service Northeastern Area, America 2050 / Regional Plan Association are helping landscape conservation initiatives succeed.

www.rpa.org/northeastlandscapes

Partnership Resource Center

The Partnership Resource Center provides online resources to build vibrant partnerships and effective collaboration for the nation's forests, grasslands, and other special places. The website is a joint project of the National Forest Foundation and the USDA Forest Service.

www.partnershipresourcecenter.org

Place Matters

Place Matters is a nonprofit group working to promote community-based, participatory planning that provides tools for planning workshops and citizen action on its website. Other resources available on the website provide innovative tools for increased citizen participation and collaborative planning.

www.placematters.org

Practitioners' Network for Large Landscape Conservation

The Practitioners' Network for Large Landscape Conservation is an informal group of individuals interested in furthering the objectives of large landscape conservation. The Network's vision is to improve large landscape conservation science, practice, policy, and performance by creating a place where practitioners can exchange information, share best practices, examine emerging policy initiatives, and build a national constituency in support of large landscape conservation.

www.largelandscapenetwork.org

Red Lodge Clearinghouse

Red Lodge Clearinghouse helps those interested in developing useful strategies aimed at collaborative decision-making. It researches actual case studies of western land management and connects visitors to media information. This is also a good resource for those searching for law summaries and public outreach.

www.rlch.org

River Network

River Network's mission is to empower and unite people and communities to protect and restore rivers and other waters that sustain the health of our country. Founded in 1988, they are leading a national watershed protection movement that includes nearly 5,000 state, regional and local grassroots organizations, including more than 600 dues-paying River Network "Partner" organizations. Staff is headquartered in Portland, Oregon, with field offices in Vermont, Maryland, North Carolina, Wisconsin, Utah and Idaho.

www.rivernetwork.org

Rural Voices for Conservation Coalition

Rural Voices for Conservation Coalition is comprised of western rural and local, regional, and national organizations that have joined together to promote balanced conservation-based approaches to the ecological and economic problems facing the West. RVCC focuses on policy issues that affect rural communities, public lands management, and the continuation of a natural resource-based economy in the West. They are committed to finding and promoting policy solutions through collaborative, place-based work that recognizes the inextricable link between the long-term health of the land and the well-being of rural communities. They come from Alaska, Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, and Washington.

www.sustainablenorthwest.org/rvcc/rural-voices-for-conservation-coalition

Smart Communities Network

This group provides a useful collection of stories and information about land use planning, with many links to alternative methods of decision-making, financing, and rural issues. It also offers tools for green building, energy, and transportation, as well as ideas for monitoring effective policies and ideas for community disaster preparedness.

www.smartcommunities.ncat.org

Sonoran Institute

The Sonoran Institute inspires and enables community decisions and public policies that respect the land and people of western North America. Facing rapid change, communities in the West value their natural and cultural resources, which support resilient environmental and economic systems. Founded in 1990, the Institute helps communities conserve and restore those resources and manage growth and change through collaboration, civil dialogue, sound information, practical solutions and big-picture thinking. For more information, visit www.sonoraninstitute.org

Sustainable Northwest

Sustainable Northwest is collaborating with regional partners to address landscape-scale restoration across multiple rural communities in eastern Oregon and northern California. This five-year initiative aims to increase the health of forested landscapes and the vitality of the communities, businesses, and wood products entrepreneurs within the Dry Forest Investment Zone. The program focuses on advancing sustainable forestry, economic development, and community resilience in the dry forests of eastern Oregon and northern California. www.sustainablenorthwest.org/programs/dfiz

U.S. Fish and Wildlife Service National Conservation Training Center

NCTC courses are open to any interested students who meet the pre-qualification standards set forth for each class. While college credit is available for many courses, most students are environmental or technical professionals who are looking for career enhancement training. NCTC does not offer degree programs. <http://training.fws.gov>

U.S. Institute for Environmental Conflict Resolution

This is a federal program aimed to discover new and innovative alternatives to environmental conflicts. The website consists of tools such as training programs, briefs of particular case studies, and Native American consultation services. It also provides an overview of the basic elements of conflict resolution practices. www.ecr.gov

Western Governors' Association

The Western Governors' Association is an example of an inter-state collaborative organization that focuses on cooperative decision-making across jurisdictional boundaries. It includes a series of working groups that are assigned to various issues. Its governance structures are illustrated on the website, which also contains information about initiatives relating to issues such as climate change, water, wildfire, and rangeland health. www.westgov.org



References

Goldsmith, Stephen and William D. Eggers. 2004. *Governing by Network: The New Shape of the Public Sector*. The Brookings Institution, Washington, DC.

McKinney, Matthew. Regional Collaboration. Retrieved from "http://www.lincolnst.edu/subcenters/regional-collaboration/tools/getting-started/capacity.asp#scientific-and-technical-capacity"

McKinney, Matthew, Lynn Scarlett, and Daniel Kemmis. 2010. *Large Landscape Conservation: A Strategic Framework for Policy and Action*. Policy Focus Report, Lincoln Institute of Land Policy, Cambridge, MA.

McKinney, Matthew J. and Shawn Johnson. 2009. *Working Across Boundaries: People, Nature, and Regions*. Lincoln Institute of Land Policy, Cambridge, MA.

Thanks to all the groups that have contributed to the knowledge in this guide:

Animas River Stakeholders Group

www.waterinfo.org/arsg/arupdate.html

Blackfoot Challenge

<http://blackfootchallenge.org>

California Coastal National Monument

www.blm.gov/pgdata/content/ca/en/prog/blm_special_areas/nm/ccnm.html

Cienega Watershed Partnership

www.cienega.org

Colorado Conservation Initiative

www.rmef.org/Conservation/HowWeConserve/Landscapes/Initiatives/Colorado/Coloradolnitiative.htm

Continental Divide Trail Alliance

www.cdtrail.org

Crown of the Continent Geotourism Council

www.crownofthecontinent.net

Crown Managers Partnership

www.crownmanagers.org

Desert Managers Group

www.dmg.gov

Eastern Nevada Landscape Coalition

www.envlc.org

Great Northern Landscape Conservation Cooperative

www.nrmssc.usgs.gov/gnlcc

Mattole Restoration Council

www.mattole.org

Modoc Plateau Sagebrush Steppe Restoration Initiative

www.dfg.ca.gov/wildlife/WAP/docs/report/ch12-modoc.pdf

North Slope Science Initiative

www.northslope.org

Northern Sierra Partnership

www.northsierrapartnership.org

Oregon-California Trails Association

www.octa-trails.org

Oregon/Idaho/Nevada Shrub Steppe

www.blm.gov/pgdata/etc/medialib/blm/wo/Communications_Directorate/public_affairs/healthy_lands_initiative.Par.18421.File.dat/HLI-FOR_ID_NV_FY09.pdf

Owl Mountain Partnership

<http://owlmountainpartnership.org>

Restore New Mexico

www.blm.gov/nm/st/en/prog/restore_new_mexico.html

Roundtable on the Crown of the Continent

www.crownroundtable.org

Sustainable Northwest

www.sustainablenorthwest.org

Trout Creek Mountain Working Group

www.mountainvisions.com/Aurora/tcmwghat.html

Upper Salmon Basin Watershed

www.modelwatershed.org

Utah Partners for Conservation and Development

www.utahpcd.info

Wallowa Resources

www.wallowaresources.org

Western Native Trout Initiative

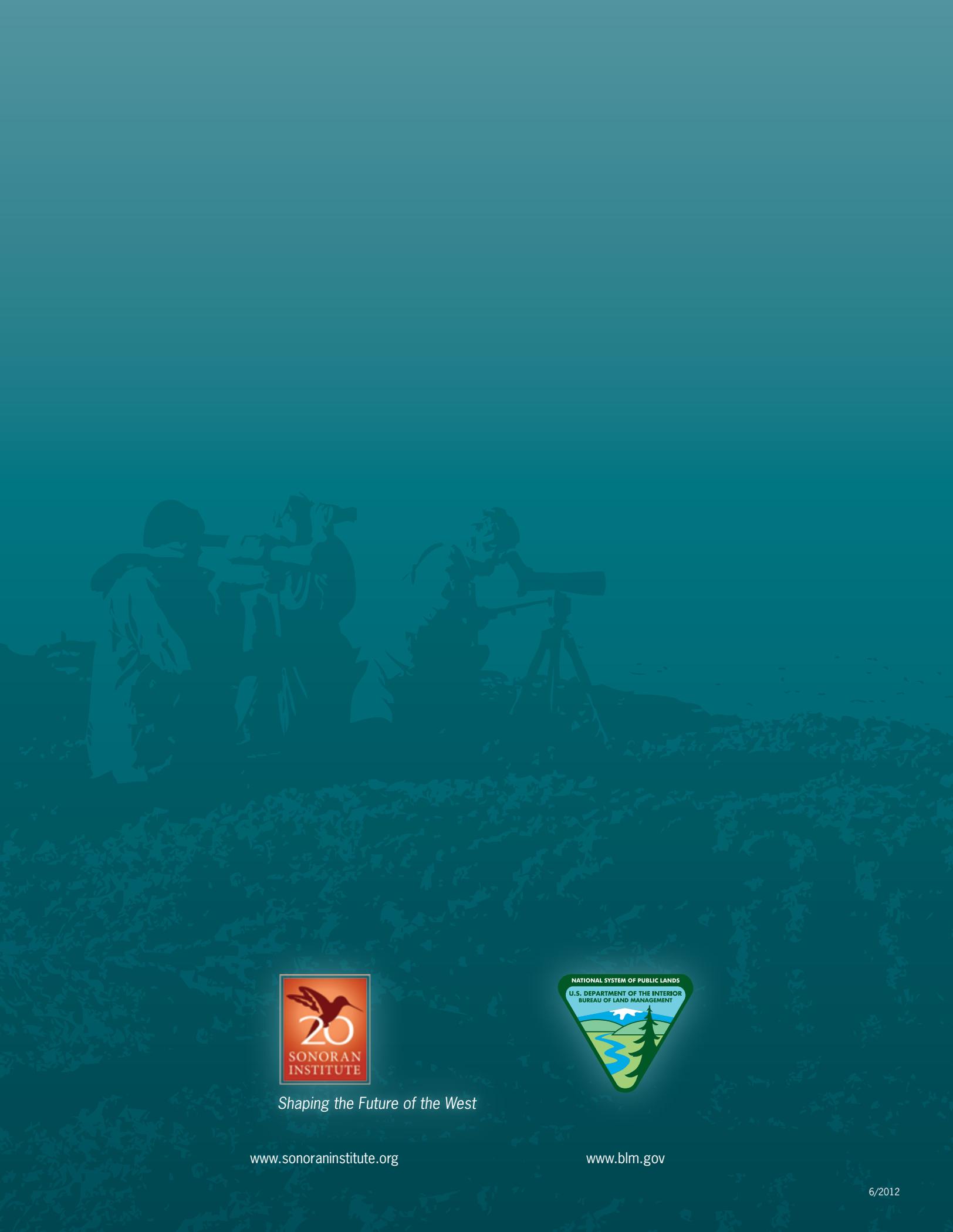
www.westernnativetrout.org

Willamette Water Trail

willamette-riverkeeper.org/WTrail/

Wyoming Landscape Conservation Initiative

www.wlci.gov



Shaping the Future of the West

www.sonoraninstitute.org



www.blm.gov