

# **Lessons Learned Report: Governance Structures of Landscape Conservation Cooperatives**

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## EXECUTIVE SUMMARY

With the signing of Secretarial Order No. 3289 on Sept. 14, 2009, Department of the Interior (DOI) Secretary Ken Salazar launched the Landscape Conservation Cooperatives (LCCs) to better integrate science and management to address climate change and other landscape scale issues.

Currently, nine LCCs have been funded with a total of twenty-one LCCs planned across the United States. The U.S. Institute for Environmental Conflict Resolution (U.S. Institute) has been engaged to function as a neutral convener and provide support in establishing three LCCs: the Great Basin LCC (GBLCC), the Desert LCC (DLCC) and the Southern Rockies LCC (SRLCC). The Bureau of Reclamation, which is co-ordinating the development of the DLCC and SRLCC with the Fish and Wildlife Service, requested that the U.S. Institute prepare a report on the governance structures of the nine funded LCCs that could be shared with prospective partners helping to establish the DLCC and the SRLCC.

The material supporting this document was obtained through interviews with Coordinators of six LCCs: the Arctic (ALCC), California (CALCC), Great Basin (GBLCC), Great Northern (GNLCC), Pacific Islands (PICCC), and Plains and Prairie Potholes (PPPLCC). A brief summary and analysis of the information gained from those six interviews is presented in this report. The first three sections of the report provide background on the LCCs and their governance structures and an analysis of the organization and creation of these governance structures. The following two sections cover FACA and FAR issues relative to funding mechanisms, and a summary of recommendations for forming an LCC. Three appendices provide more detailed information on: A) Interview Questions for LCC Coordinators; B) DOI Memorandum: Potential Application of FACA to LCCs; and C) Summary information on individual LCCs.

The reference table below provides basic information about the organizational structure of the six interviewed LCCs. From left to right, the table columns show: the number of entities participating on the Steering Committee (SC Size); the composition of the SC (Type of Representation); whether the representatives on the SC are executive or staff-level personnel (Personnel Type); and the current number of LCC staff.

	<b>SC Size</b>	<b>Type of Representation</b>	<b>Personnel Type</b>	<b>Staff</b>
<b>ALCC</b>	13-15	Fed., State agencies	Staff	4
<b>CALCC</b>	18	Fed., State agencies, NGO, Tribal, Other	Exec (NGO), Staff (Agency)	2
<b>GBLCC</b>	21	Fed., State agencies, NGO, Tribal, Other	Exec	2
<b>GNLCC</b>	25	Fed, State agencies, NGO & Partnerships, Tribal	Exec	4 ¼
<b>PICCC</b>	29	Fed., State agencies; NGO, Native, International, Other	Exec	3
<b>PPPLCC</b>	30	Fed., State agencies; NGO	Exec	4

## **I. INTRODUCTION**

LCCs are applied conservation science and management partnerships between the DOI bureaus, other federal agencies, states, tribes, NGOs, universities, and stakeholders within a geographically defined area. In broad terms, the LCCs will help link and integrate DOI's proposed Climate Science Centers (CSC) with resource managers and science users to help manage and conserve natural resources; will bring additional DOI resources to bear on multiple landscape-scale issues and opportunities; and will help coordinate a wide range of efforts to respond to climate change, invasive species, wildfires, human development, and other stressors across the landscape.

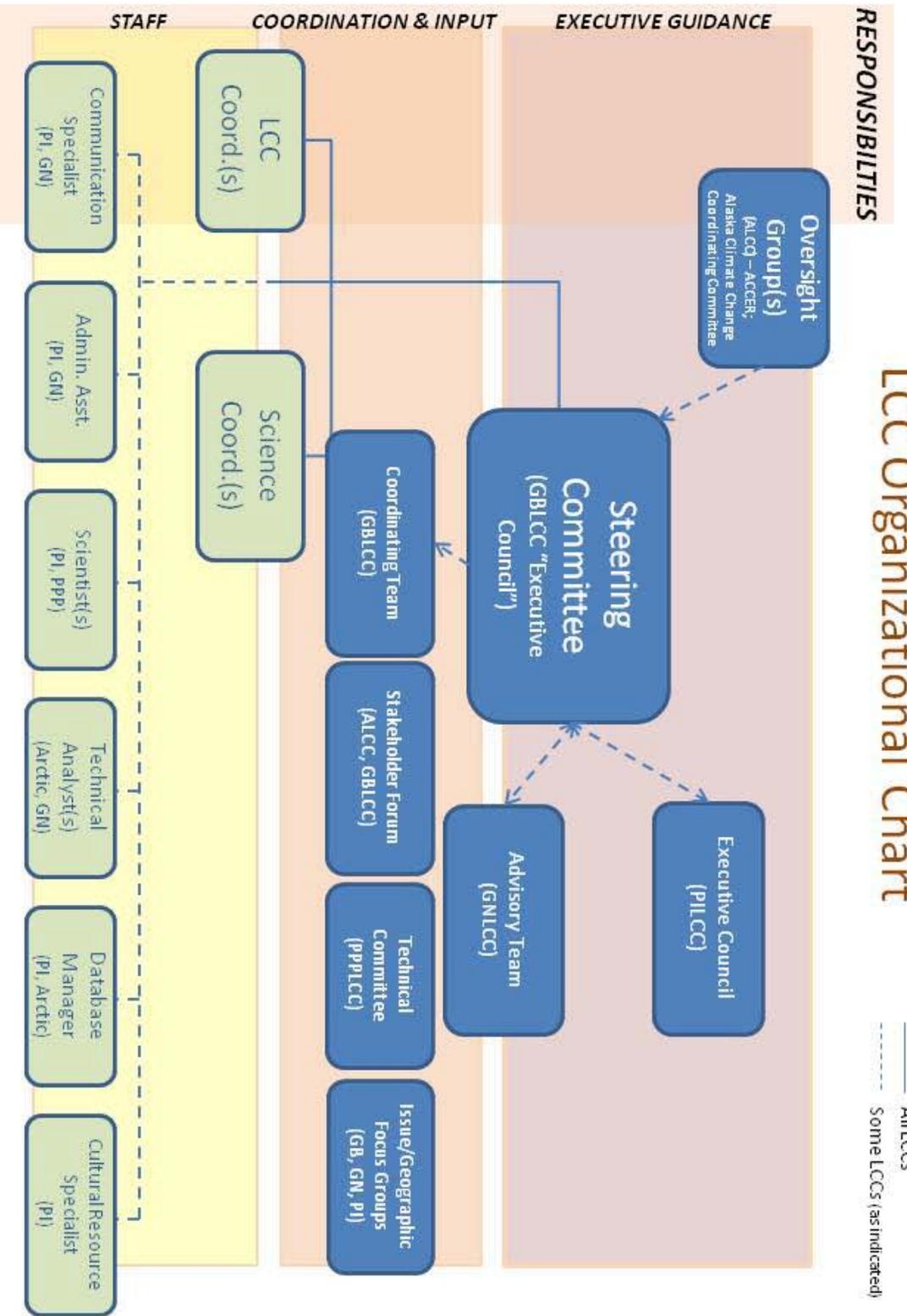
The PICCC was the first LCC to be established in 2009. Eight additional LCCs have been funded. All these LCC share the mission of working cooperatively to conserve natural resources and adapt to climate change. The six LCCs interviewed also share in common many aspects of structure; including size, configuration, and functioning.

## **II. LCC STRUCTURE**

All LCCs are governed by an executive group with a coordinating or input body in support. Day-to-day activities are led by staff comprised of at least an LCC Coordinator and a Science Coordinator. On the next page, Figure 1 (LCC Organizational Chart) illustrates how these organizational elements work within the general framework of an LCC.

# LCC Organizational Chart

— ALLCCS  
 - - - - - Some LCCs (as indicated)



**Figure 1:** LCC Organizational Chart.

Organizational elements linked by a solid line represent those common to all LCCs, while those linked with a dotted line are specific to those LCCs noted in parentheses. Organizational unit, such as the Advisory Team in the GNLCC which has both executive level and coordinating members, fall within two categories. The intent of combining all shared and unique organizational entities into one graphic is to demonstrate the full range of possibilities for an LCC governance structure.

Three broad tiers of responsibility within the general LCC framework can be identified in the LCC framework (shown by colored horizontal bands in Figure 1). These horizontal bands represent the Executive Guidance, Coordination & Input, and Staff levels of responsibility in an LCC organization.

The following three sections discuss the general structure of these organizational tiers. (Note: these tiers have been loosely defined solely for the purposes of this report and are not referred to in any LCC governance document to date). The first section covers the Executive Guidance tier, which holds ultimate decision-making authority for the overall LCC. The next is an overview of the Coordination and Input tier. As the name implies, organizational entities included in this category conduct day-to-day coordination and management for the LCC, as well as provide input for Executive Guidance-level decisions. Lastly, the Staff tier generally works with organizational entities in both the Executive and Coordination tiers to carry through the LCC mission and conduct project work.

### **1. Executive Guidance Tier**

The term “Executive Guidance” is meant to encompass any organizational entities in an LCC structure that hold ultimate decision-making authority for the LCC as a whole. For many LCCs, entities in the Executive Guidance tier straddle the responsibilities of the Coordination and Input tier.

#### Structure:

*Size (total number of entities):* A group usually called a Steering Committee (SC), (Coordinating Committee (ALCC), or Executive Council (GBLCC)) represents the executive guidance tier in all the LCCs. The ALCC is an exception in that they have two levels at the executive guidance tier: a pre-existing entity established to support statewide coordination of climate change activities, the Alaska Climate Change Executive Roundtable (ACCER), and an ACCER statewide coordinating committee. The PICCC also drew its governing body from a pre-existing entity, the Hawaii Conservation Alliance (HCA), which was established to coordinate environmental conservation on the Hawaiian Islands.

The size of SC ranges from 13 to 15 entities for the ALCC to over 30 entities on the PPPLCC. Currently, the CALCC has 18 members on their SC. However, it is still in the interim stages, so the size and configuration may change. The GBLCC has an upper limit of 20 individuals at the executive level. All the others have no specified upper limit. The GNLCC, PICCC, and PPPLCC currently have 25, 29, and 30 entities, respectively.

*Composition:* Across the board, Federal representation accounts for at least 50% of SC membership. The federal partners currently include U.S. Fish and Wildlife Service (FWS), U.S. Geological Survey (USGS), Bureau of Reclamation (BOR), Bureau of Land Management (BLM), National Park Service (NPS), National Oceanic and Atmospheric Administration (NOAA), and Bureau of Ocean Energy Management, Regulation and Enforcement (BOEMRE). All the LCCs include state representation. All except the ALCC have NGO representatives. Inclusion of the Tribes is less consistent. Four of the six

(GBLCC, GNLCC, CALCC, PICCC) have Tribal or native representatives. However, all of the LCCs realize that Tribal representation is not inclusive, and they are exploring ways to more fully engage the Tribes.

*Function:* Regional executive-level personnel populate most SCs (GBLCC, GNLCC, PICCC, PPPLCC). These Coordinators noted that this configuration worked well, since other positions and/or committees (e.g. technical committees) are populated by non-executives who do the more time-intensive “leg work.” Two exceptions are CALCC, which has been successful with staff-level agency representatives on an interim Steering Committee, and ALCC, as it is nested beneath ACCER and the ACCER Coordinating Committee, from which it receives guidance.

The SC members are responsible for a range of activities, including providing broad, strategic guidance, decision making and oversight functions, allocating resources and funding, approving proposals, sharing information among partners, and acting as ambassadors to gain support for the LCCs.

*Leadership:* All the LCCs have both a chair and co/vice-chair, except for the CALCC because of its interim structure. The chair and vice-chair are generally not involved in the daily functioning of the LCC. In the case of the PPPLCC and the ALCC, co-chair positions have been strategically filled by State leadership to build partnerships with those governments. The PPPLCC is considering establishing a third co-chair position to be filled by Tribal leadership for the same purpose. All LCCs have varying term-limits for the chair and co-chair.

*Selection Criteria:* All the LCCs, with the exception of the GBLCC, emphasized that they have kept criteria for membership fairly fluid and open. These LCCs were interested in engaging any entity who was interested in participating and has something to offer the LCC.

Nevertheless, all of these LCCs considered some process for membership selection. For example, both the PPPLCC and the GNLCC have modeled their membership on Joint Ventures (JVs): invitation is open, realizing that only those entities whose goals align with the LCC will remain involved in the SC. The CALCC selected members based upon their geographic scope, looking for representatives with a statewide or national focus. While the PICCC has open membership, it used broad criteria and a “step-wise” selection process to ensure engaged membership. Only the GBLCC developed formal selection criteria in order to keep the size of the executive committee small and more manageable, while ensuring good representation. It actively recruited membership from a variety of interests such as NGOs, landowners, and industries.

## **2. Coordination and Input Tier**

Organizational entities in this tier include committees such as the Advisory Team (GNLCC), Issue/Geographic Focus Groups (potentially all), Technical Committees (PPPLCC), and a Coordinating Team and Stakeholder Forum (GBLCC). The PICCC is developing procedures to create new subcommittees using a strategic science document to guide their creation.

### Structure:

*Size (total number of entities):* The majority of the LCCs do not have standing coordinating or input groups. Rather they have empowered the executive level body to create technical or coordinating committees as the need arises. The GNLCC and the GBLCC are the only LCCs with standing coordinating groups. The GNLCC has an Advisory Team, comprised of four to five individuals. The GBLCC has a Coordinating Team, which has an upper limit of 30 individuals. The GBLCC also has a standing Stakeholder group and Issue-based Working Groups, with no defined membership limits.

*Composition:* The coordinating and input tier is generally composed of staff-level individuals. Members are often recruited from the entities represented at the executive level, but they can also be recruited from other existing partnerships or other entities not formally represented at the executive level, such as NGOs or the public. The GNLCC Advisory Team is composed exclusively of individuals with regional focus. The GBLCC Coordinating Team is open to individuals from entities that do not have a formal place in the executive level. It is meant to be a more inclusive body. The Stakeholder Forum and Issue-based Working Groups are open to all individuals, including the public.

*Function:* The function of coordinating or input groups created by executives can vary greatly. Generally, entities at this tier focus on content issues, not process. They make recommendations to the executive tier rather than make decisions. For example, they review proposals, make funding recommendations, and perform most of the operational/logistical work. An exception to this model is the GNLCC Advisory Team, which was created to advise the Coordinators. Committees in this tier may possibly straddle the executive and coordinating tiers. For example, a technical committee could include science members who deal with policy and technical/science needs and provide guidance to the field.

*Selection Criteria:* For informally created committees, the selection criteria for individuals at the coordinating and input tier will be based on the purpose and need for the group. Some committees specified in the charter often have informal selection criteria, selecting members based on interest and expertise in a particular issue. On technical committees, personnel can be assigned by their superiors on the SC or recruited directly from agencies.

### **3. Staff Tier**

All LCCs have filled their mandatory staff positions, which are the LCC Coordinator and the Science Coordinator (although some of the individuals are still interim). All LCCs are looking to add key positions and all except the GBLCC and CALCC have already secured funding and personnel for some of these positions. In general, the LCC staff receives direction from the LCC Coordinators and Steering Committee with varying levels of control by their respective Agencies.

#### Structure:

*Size:* The current staff size ranges from two in the CALCC and GBLCC to 12 for the PICCC. Many of the LCCs are in the process of adding new positions. Often the commitments are for one to two year

terms, so the numbers will continue to vary. To add positions, the LCCs are looking to federal agencies other than the FWS to also commit personnel and funding.

*Function:* Staff members have different functions, depending on their position. However, in general, the Coordinators play a major role in managing, coordinating, and guiding the LCC. Generally, LCCs are looking for three skill sets ordered by importance: communication/outreach, science support, and database management.

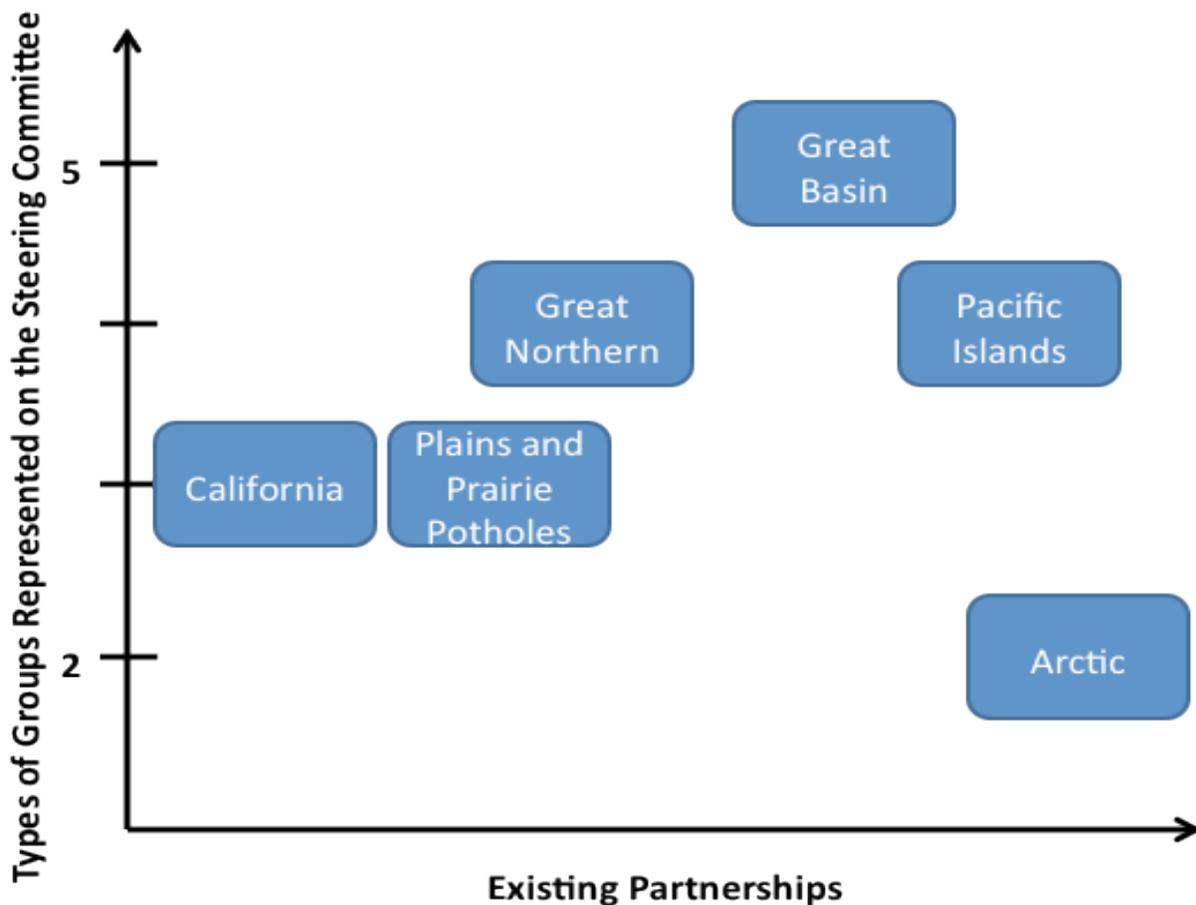
### III. ANALYSIS

Three overarching regional factors strongly influenced the governance structures of the six LCCs interviewed, and thus account for much of the differences between LCCs. These factors are:

- 1) ecological and social complexity or diversity within the geographic unit
- 2) pre-existing region-wide organizations, and
- 3) current interactions with state governments

All LCCs benefited greatly if the capacity for collaborative action at a region-wide level had already been established through pre-existing partnerships. As seen in Figure 2 (“Implication of Existing Partnerships on Types of Representation on the SC”) the strength and number of pre-existing region-wide partnerships strongly influenced the diversity and number of types of groups (e.g. states, Tribes, NGOs) represented on the Steering Committee as well as the governing structure. The presence or absence of these types of partnerships also influenced how easily and quickly LCCs could be established. This was particularly true for those LCCs that have a great deal of ecological and social complexity, such as the CALCC and PPPLCC.

Predictably, these pre-existing partnerships have smoothed the way for collaborative working relationships with two key interests: the state and the Tribes. They have been helpful, but been less significant, in influencing the diversity and participation of NGOs and international partners.



**Figure 2: Implication of Existing Partnerships on Types of Representation on the SC**

On the x-axis, the number of pre-existing regional-scale partnerships increases to the right. For instance, the ALCC built upon ACCER, while the CALCC had few California-wide partnerships on which to build. On the y-axis, the number of types of groups represented on the SC increases upward. There are 5 types of groups generally included on SCs: Federal agencies, State agencies, Tribes, NGOs, and Industries. LCCs have included different numbers of these groups depending, partly, upon the diversity of the pre-existing partnerships. For example, ACCER consists exclusively of federal and state agencies, and that diversity is represented in the ALCC.

*States:* Three LCCs have built upon preexisting region-wide partnerships to more successfully partner with States, including: the ALCC with the Alaska Climate Change Executive Roundtable (ACCER), the PICCC with the Hawaii Conservation Alliance, and the GBLCC with the Great Basin Research and Management Partnership (GBRMP).

All LCC coordinators view State representation at the executive guidance tier as essential to the success of the LCCs. Because of the scale, local government representation is viewed as less critical. Some LCCs, such as the PPPLCC, ALCC and GNLCC, encountered resistance from States due to previous interactions between FWS and State agencies, tensions regarding wildlife management and jurisdictions, and/or the understaffed and under resourced status of state wildlife agencies. In such cases, executive-level staff must be willing and prepared to patch this relationship, which may take years. A promising strategy to working past such tensions is to give equal status to State reps (as co-chairs) on the SC.

*Tribes:* Pre-existing region-wide partnerships have been less influential in assuring Tribal representation because these partnerships have generally been less successful at fully engaging the Tribes. The GBLCC, GNLCC, and PICCC have Tribal or native representation. All are still seeking increased Tribal involvement. The biggest stumbling block has been, and continues to be, the confusion as to how to deal with numerous, unique Tribes. The desire is to be as inclusive as possible while still respecting the sovereign nature of each Tribe, but not increasing the SC to an unmanageable size.

*NGOs:* NGOs are represented at the executive guidance tier on all LCCs, except the ALCC. The ALCC allows NGOs to have a voice in partner-at-large bodies. NGOs have specifically played an important role in establishing funding criteria and in soliciting proposals within LCCs. They are also been important partners in developing and sustaining region-wide networks.

*International Partners:* All LCCs with international borders (ALCC, GNLCC, PICCC, PPPLCC) are interested in including international representatives, but have met with varying degrees of success. For example, the GNLCC has active British Columbian participation, but the PPPLCC has yet to engage its Canadian partners. A major barrier to the inclusion of international partners is the concern with distributing funds across borders. However, the PICCC is hoping to use funding and expertise as a way to attract international partners.

#### **IV. FACA and FAR**

All of the initial LCCs sought guidance on how the Federal Advisory Committee Act (FACA) and the Federal Acquisition Regulations (FAR) would apply to this new initiative. Generally, the LCC Coordinators were told to proceed on the assumption that FACA and FAR would be coordinated at the national level, but that official guidance would follow. The GBLCC did notify its members that FACA could ultimately affect committee composition, but they moved forward with soliciting a representative composition.

Office DOI guidance was provided in a November 2010 memo (See Appendix B) specifying that Steering Committees are not organized under FACA. This is because LCCs were not created to advise the Federal government, which in turn is not “managing or controlling” the Steering Committees. A Federal FACA advisory committee is currently under construction. Coordinators can refer to the memo’s third paragraph for simple guidelines applicable to LCCs regarding FACA.

## V. FUNDING MECHANISMS

All LCCs, except the ALCC, have followed similar steps for funding projects, including: soliciting project ideas from conservation partners, reviewing those proposals in a technical or advisory committee, and then presenting the proposals to the SC. In most LCCs, such as GNLCC, GBLCC, ALCC, PICCC and CALCC, the SC reviews proposals and makes recommendation to the FWS, which retains final decision authority. The PPPLCC, uses a slightly different process, in that the chair is the regional director for the FWS. The SC discusses and approves the recommendations from the Technical Committee.

The Arctic LCC, in contrast, used a formal bidding process to fund projects. First, it solicited project ideas from Steering Committee members, developed those ideas into bids, and then offered those bids on Grants.gov. All of the LCC Coordinators, however, expressed a desire to formalize the funding process in future years and stressed that the funding mechanisms will evolve with each funding cycle as the LCC and its partners improve the funding process.

All of the LCCs, except the GBLCC, used the first-year's funding process to begin to get a sense of what issues should be prioritized, what issues are currently being addressed, and what criteria should be used to judge proposals. All of the LCCs have considered formalizing these criteria through a formal Request for Proposal (RFP) process. The PICCC, for example, is preparing a strategic science document to help guide its RFP process.

To avoid conflicts of interest and eliminate bias, the GNLCC used a blind peer review process to rank proposals for SC decisions. The technical committees provided guidance on ranking criteria. The PPPLCC had members with a vested interest in a proposal recuse themselves from the evaluation process, though all Technical Committee members contributed to the ranking process and discussion of feedback to proposal authors. The PICCC also stipulated in their Charter that "Members that stand to benefit directly by PICCC decisions are expected to recuse themselves from voting on those decisions."

## VI. RECOMMENDATIONS

During the interviews, the LCC coordinators provided a range of advice on how to establish an LCC and develop the governing structures. Below are some key recommendations and, in parentheses, the LCC that provided that advice. More specific advice can be found in the appendix in each LCC's specific entry.

### **Balancing LCC Size & Diversity:**

- Develop specific selection criteria for the SC in order to ensure diversity of representation while also guaranteeing a manageable size. (GBLCC)
- A large SC (with 30+ members) is manageable only if the number of active participants (those who participate regularly in meetings) stays between 15 and 25 people. (PPPLCC)
- Inclusivity is vitally important; no organization should feel they do not have a voice at the table. Ultimately, the final composition of the LCC will be determined by what organizations share the

mission of the LCC, much like how the JVs were originally very large, but soon only those organizations whose missions overlapped with the JV remained involved. (PPPLCC)

- Large LCCs need to find a balance between creating and sustaining regional level partnerships and assuring that individual interests and more place-based partnerships are not excluded or overshadowed by the larger entity. The GNLCC is establishing smaller “Eco-Forums” to develop partnerships at smaller, more ecological relevant scales. (GNLCC)

#### **Steering Committee Selection Criteria**

- Focus more on selecting individuals who are committed to the LCC and hold some influence and/or expertise in their respective organizations, rather than securing balanced representation for its own sake. (PPPLCC, GBLCC)
- Ensure personnel with decision-making power are present on the SC. (CALCC)

#### **Staff**

- Develop a strategic science document to concretely develop the LCC’s goals and needs and use this to guide the staff hiring process; in essence, strive to build a team of skills, as opposed to a team of positions. (PICCC)

#### **Pre-existing Partnerships**

- Include pre-existing partnerships (such as JVs, regional councils, etc.) early in the planning process and ensure that decision-making is transparent. This helps to defuse the sense that the LCC may be competing with these partnerships. (PPPLCC, GNLCC, CALCC)
- If a collaborative partnership doesn’t exist or its structure cannot serve as a nucleus, it will take a significant amount of time to build trust and relationships among partners because these qualities take a while to develop. Without trust and familiarity, the open dialogue necessary to develop shared visions and products will not occur. (PICCC)

#### **States**

- If relationships do not already exist between the FWS and the state wildlife agencies, there must be a significant effort by executive level personnel at FWS to build that relationship and identify areas of shared responsibility. (PPPLCC)

#### **Funding**

- Funding is a powerful incentive to become involved in the LCC. Communicate that the LCC is a partnership and that the resources it brings to the table will benefit all. (GBLCC, PICCC)

#### **Governance Documents:**

- Develop no more than a “bare-bones” charter initially. This will allow the LCC to adapt more easily as it matures, allow future SC members to add their specific expertise to the LCC more easily, and allow for easier agreement on charter principles. (ALCC, GBLCC)

**Third-party neutrals:**

- Hire and work with a third-party neutral to facilitate meetings. Not all parties may respond well to an agency facilitator and a third-party neutral may be more successful at bringing all parties to the table. (GBLCC)

## Appendix A: Interview Questions for the LCC Coordinators

- 1) GENERAL COMPOSITION/FUNCTION OF THE STEERING COMMITTEE
  - a. What is the current composition of your steering committee?
    - i. Do you have any NGO or Tribal representatives?
    - ii. Do you have any State or local government representatives?
  - b. What is the size of the steering committee?
  - c. What are the percentages in terms of balancing out diversity?
  - d. Criteria: How did you go about selecting the members? (Was it just who was interested in participating or did you think about balancing representation before you selected members?)
  - e. How well is that composition/size working for you?
  - f. Is it working the way you thought it would?
  - g. What changes, if any, would you propose?
  
- 2) GENERAL CONFIGURATION
  - a. What is the configuration in general of the SC?
    - i. Is there a chair or director for the steering committee?
    - ii. Is it important to have a State Director-level person or someone less senior with more time in the chair/director/leadership position?
    - iii. Is there an advisory committee that advises the SC?
    - iv. Are there subcommittees or standing committees (technical) that advise the SC?
  - b. Does executive level or staff level populate the committees?
  - c. What general recommendations would you have for the general configuration of the SC?
  
- 3) COMPETING INTERESTS/ORGANIZATIONS
  - a. How are you dealing with other landscape-scale organizations that have a similar mission as the LCC?
  - b. Are you encountering concerns about breaking the LCC into smaller coordinated entities? If so, how are you addressing this issue?
  
- 4) FACA/FAR
  - a. What kinds of questions have you gotten about FACA/FAR issues?
  - b. What are your funding mechanisms?
  - c. Did you/how did you address FACA or FAR in your governance documents?
  
- 5) STAFFING
  - a. How many staff positions do you have and what are they?
  - b. What is the optimal number/configuration for staff?
  - c. From where do the staff receive direction/guidance (agency, steering committee, or other oversight group)?
  - d. What general recommendations would you have for staffing?

6) GOVERNANCE DOCUMENTS

- a. Do you have any governance documents you can share with the Desert/Southern Rockies LCC?
- b. Is there any other recommendation in terms of governance structure that you can share?

7) Did everything work out the way you wanted it to? Would you revise the governance documents now if you could? What would you include or leave out now that would be of value for the SR/Desert LCCs.

## Appendix B: DOI Memorandum: Potential Application of FACA to LCCs

11/04/2010 09:56 FAX

→ Jan Arneson

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THE DEPUTY SECRETARY OF THE INTERIOR  
WASHINGTON

NOV 01 2010

### MEMORANDUM

To: Assistant Secretaries  
Bureau Directors

From: Deputy Secretary *David J. Rey*

Subject: Potential Application of FACA to Landscape Conservation Cooperatives

#### Executive Summary

In September 2009, Secretary Salazar signed Secretarial Order No. 3289 (subsequently amended on February 22, 2010) establishing the Department of the Interior's first-ever coordinated strategy to address current and future impacts of climate change on our land, water, wildlife, cultural heritage, and tribal resources. The Order directs the Department to increase scientific understanding and development of effective management tools to address climate change impacts on the Nation's natural and cultural resources. To achieve these goals, the Department is supporting the creation of a network of eight regional Climate Science Centers (CSCs) and 21 Landscape Conservation Cooperatives (LCCs). This network – which is an integral tool for implementing the Department's adaptation strategy – will include Federal, state, tribal, and private partners working together to develop and share scientific information needed to understand current resource vulnerabilities and craft practical, landscape-level strategies for managing climate change impacts across the country.

As a result of the essential role that private partners will play in the LCC network in particular, questions have been raised about the extent to which the Federal Advisory Committee Act (FACA) may or may not apply to the LCC steering committees. In order to respond to these questions, we have sought the advice of our Solicitor's Office. This memorandum is based on that advice.

The LCCs are true partnership efforts convened to gather and share information regarding climate change impacts and to develop possible landscape-level adaptation strategies that may, or may not, be subsequently applied to both federally-controlled lands and lands outside Federal jurisdiction. LCCs provide the opportunity for Federal actions to be coordinated with the actions of other agencies and private landowners, but the LCC steering committees are not formed for the purpose of rendering advice to the Federal Government and the Federal Government is not managing or controlling these committees. Therefore, the steering committees will not be organized under FACA.

### Discussion

The committees are being formed through the collective efforts of the Department and our Federal, state, tribal, and private partners across the country. The short- and long-term agendas of each LCC will be formed with those partners, and while the Department will be a participant in that effort, it will not control the effort. Similarly, it is anticipated that funding and other resources supporting LCCs and their agendas will come from a variety of sources in addition to the Department.

The LCCs will gather and share available information on climate change-related impacts, identify and fill gaps in that information, and identify potential adaptation strategies that both public and private resource managers potentially could use to address risks and ensure that resources are resilient. While the Department may (and likely should) incorporate much of that information into bureau decision-making processes, there is no requirement that the Department adopt any of the strategies identified. The LCC role will be to gather facts and information about potential impacts and possible solutions and share this information among its members. The Department should facilitate and support LCC decision-making that is open and inclusive of a broad range of stakeholders.

The LCCs should avoid focusing on what the Department should be doing to address potential climate change impacts and providing associated group recommendations to the Department. Department staff engaged in LCC efforts should also not seek to take control of LCC steering committees, their meetings, or their agendas. Because we have a responsibility to ensure that the Department's funds and resources dedicated to this effort are used appropriately, we will ask for performance measures, a reporting structure, and other institutional structures that will allow us to track our investment. Doing so ensures that these partnerships are meeting our goals but without managing or controlling the enterprise.

To help ensure that the Department's participation in the LCC network is productive and that resources are being used wisely, we will establish a national-level Federal advisory committee to advise and provide recommendations to the Department. The committee will provide recommendations on how the Department might improve its role in the network, and the committee's meetings will provide an opportunity to discuss the strengths and weaknesses of the landscape-level partnership model. We are currently working through the implementation details of establishing this committee and will provide updates as we move forward.

Thank you to each of you for your continued support and dedication to the efforts of the CSC and LCC network. Perhaps it goes without saying, but climate change is causing unprecedented impacts across the landscapes where the Department does business – as a result, we need big and bold strategies to address those impacts, and we cannot go it alone. The CSC/LCC network provides us with the opportunity to collect and share information at a scale never before achieved and work with resource managers both from the public and private sector to identify real solutions to these unprecedented challenges.

I hope that you will continue to make this network a top priority, and I welcome any questions or comments that you may have.

## **Appendix C: Summary Information on Individual LCCs**

The following six sections provide detailed information on the governance structures of the six LCCs researched for this document. These profiles are current as of late November or early December of 2010.

## Arctic LCC (ALCC) Summary

### Alaska Climate Change Executive Roundtable (ACCER)

**Size:** Approximately 20 individuals

**Composition:** Over a dozen State, Federal, University, and NGO senior executives

**Function:** LCCs in Alaska are unique because senior executives from the State and Federal agencies already convene to discuss climate change issues in the ACCER. ACCER was established jointly by the USFWS and the USGS in 2007. It provides a management perspective, oversight, and direction to ensure a well-integrated and efficient implementation of agency climate change efforts, including initiatives such as LCCs. ACCER provides statewide oversight of Alaska’s five LCCs primarily through the ACCER Alaska Climate Change Coordinating Committee.<sup>1</sup> ACCER, through the coordinating committee, will ensure integration of priority science needs and management questions that cross LCC boundaries.

### Steering Committee

**Size:** 13-15 entities; no more than two representatives per entity

**Composition:** The ALCC Steering Committee (SC) is comprised of the designated representatives of agencies and entities participating in the ALCC, with an emphasis on field level personnel from State, Federal, and regional Tribal agencies who are responsible for on-the-ground land/resource management.

<b>Federal</b>	NPS, BLM, USFS, USFWS, USGS, NOAA, MMS
<b>State</b>	Alaska Department of Fish and Game
<b>NGO</b>	None <sup>1</sup>
<b>Tribe</b>	None <sup>2</sup>
<b>International</b>	None <sup>3</sup>

<sup>1</sup> See Lessons Learned section of this Summary

<sup>2</sup> The ALCC hopes to have representation from North Slope tribal representatives in the coming year

<sup>3</sup> The ALCC, in its initial stages, is focused on Alaska issues. While there are some projects that cross over into Canadian territories, the ALCC has not yet engaged with the Canadian government, though they are moving in that direction in the coming year.

**Function:** The SC provides decision-making and oversight functions within the ALCC’s multi-tiered structure. It works closely with LCC Core Staff to establish broad conservation goals, set priorities, facilitate key activities of the LCC, leverage funding across agencies to accomplish priority tasks, and to provide operational oversight of the LCC. The SC is also tasked with determining the final structure of the overall ALCC.

**Leadership:** The ALCC Steering Committee is led by an annually-rotating system of State and Federal agents. The Chair serves for one year, and is succeeded by the Vice chair. Both positions alternate between a federal and a State representative such that whenever the Chair is an individual from a federal

<sup>1</sup> From “Final Arctic LCC Charter 9-1-2010”

agency, the vice chair will be from a state agency, and vice versa. The Steering Committee is chaired by a State representative in 2010; the current Federal Chair-elect will become Chair in September, 2011.

**Selection criteria:** Unlike many other LCCs, staff-level personnel are targeted as appropriate leaders for the ALCC's SC, as the ALCC is functionally nested under the ACCER body of executives.

For the time being, the composition of the SC remains limited to governmental representatives, with non-governmental representatives participating in the LCC Partners-at-large group and on our various technical working groups.

## Other Committees

### Partnership-at-Large

**Function:** The ALCC Partnership-at-Large is comprised of representatives from any organizational entity with the capacity to further the purpose of the LCC. Members of the partnership-at-large provide information and input to the core staff relative to conservation goals; contribute to the fulfilling of priority science needs and conservation objectives; and seek opportunities to leverage funding, and to share information among the cooperative members. The partnership-at-large members may be invited to participate in technical working groups according to their expertise and organization's mission.

**Selection Criteria:** Organizational entities holding a partnership-at-large seat have natural, cultural, or technical capacity that will further the mission of this LCC.

### Technical working group(s)

**Function:** Technical working groups provide recommendations for fulfilling priority science needs and conservation objectives to the core staff. Technical working groups may be formed by the SC to address any LCC need. The Partnership-at-Large or Core Staff may also request that the SC establish additional technical working groups.

**Leadership:** Each technical working group appoints a Chair by consensus. The Chair coordinates all phases of the group's work with the core staff, and, if requested, has a group representative provide the SC with a written or oral report of activities and products.

**Selection Criteria:** Organizational entities holding a partnership-at-large seat have natural, cultural, or technical capacity that will further the mission of this LCC.

## Staff

**Size:** 4 FTE

**Function:** The ALCC core staff provides support to all constituent parts of the LCC. The role of staff is to:

- Convene Partners-At-Large to collaboratively identify priority science needs that are essential to fulfilling the conservation goals;
- Facilitate communication between scientists and resource managers and provide a forum for continuous exchange;
- Assemble, translate, and deliver scientific data, analyses, and scientific tools to inform conservation design and resource management decisions;

- Establish standing and ad-hoc work groups as necessary, drawn from the Partnership-At-Large;
- Coordinate and communicate activities to other partnerships.

**Composition:** The Arctic LCC has a dedicated coordinator, science coordinator, spatial ecologist, and is in the process of hiring a database manager, all funded by the U.S. Fish and Wildlife Service. Additional staff capacity will be added over time according to identified needs and partner capacities. The specific functions of the LCC Coordinator and Science Coordinator are described below.

- LCC Coordinator
  - *Role:* The LCC Coordinator serves as the leader, manager, and supervisor of the U.S. Fish and Wildlife Service ALCC support office. Responsibilities include: supervision of FWS LCC staff; ALCC meeting facilitation; development, administration, and oversight of program budgets and funding; research on external funding opportunities; maintenance of administrative and fiscal records; documentation and conveyance of Arctic LCC activities and accomplishments; and coordination with LCC member entities and other interested parties. The Coordinator also assists the SC in preparing for and conducting their meetings as well as developing methods for two-way communication with non-member organizational entities.
- Science Coordinator
  - *Role:* The Science Coordinator works with the SC and others to identify science needs relative to, but not always limited to, the Arctic LCC. The Science Coordinator is responsible for coordinating LCC science needs with federal, state and nongovernmental organizations' science professionals. He/she serves as the leader, manager and coordinator for Arctic LCC scientific issues, activities, and programs. These duties include, but are not limited to: designing inventory and monitoring programs; coordination, review, technical support, and administration of projects implemented largely with Arctic LCC funds; managing and integrating scientific data; facilitating information exchange and feedback among scientists within and outside the Arctic LCC; presenting scientific results and recommendations at regulatory and professional meetings; and conducting public outreach and communications relative to science and technology issues and accomplishments. The Science Coordinator shall serve as the main scientific advisor to the SC.
- Geospatial Analyst
  - *Role:* The Geospatial Analyst identifies extant geospatial data sets, integrates these data sets into a cohesive GIS that is served to the public via the internet, advises staff and the Steering Committee on issues related to spatial data and analysis, chairs the geospatial technical working group, helps identify priority geospatial information needs and furthers LCC efforts in obtaining needed spatial information.
- Data Manager
  - *Role:* The database manager identifies extant databases and other sources of information pertinent to LCC conservation goals, integrates these data sets into a cohesive database that is served to the public via the internet, advises staff and the Steering Committee on issues related to obtaining, synthesizing, and serving data. This individual helps identify priority tasks associated with compilation of existing data, and facilitates acquisition of data to fill priority information gaps.
- Future support:
  - USGS has plans to hire two LCC staff members, including a hydrologist, to assist with focusing on physical processes on the North Slope.

- The Alaska Department of Fish and Game is working to secure three dedicated LCC staff to serve LCCs throughout the state.
- Additional positions will be added depending upon partner capacities and identified needs, which may include remote sensing and image processing specialist, population and habitat modelers, biometrician, spatial statistician, conservation geneticist, and Web designer/manager.

### Governance Documents

The ALCC completed a Charter on September 1, 2010, and also has an ALCC Development and Operations Plan (<http://library.fws.gov/LCC/Arctic.pdf>). More information, including documents on how the ALCC and ACCER are related, is available at <http://alaska.fws.gov/lcc/arctic.htm>

### Funding

During the past fiscal year, the SC solicited project ideas from conservation partners. These project ideas will be developed into formal projects that will be implemented through cooperative research agreements with Federal agencies or offered for bidding through grants.gov. In the future, the Steering Committee will develop a more formal RFP process to solicit project ideas from various sources through a standard request for proposals. After receiving project ideas, the Steering Committee decides, by consensus, which projects will receive funding. LCC staff will assist in securing outside funding for high priority projects that do not receive LCC project funds.

### Lessons Learned

*Managing LCC Size and Diversity:* The ALCC Coordinators find the current size of the SC suitable, but note that the SC has yet to tackle contentious issues.

*Involving Pre-existing Regional Level Organizations:*

- North Slope Science Initiative (NSSI) –The NSSI is like the ALCC in appearance, focuses on landscape-scale issues, primarily, but not exclusively regarding resource development; its charter also addresses climate change. The NSSI is represented on the Arctic LCC Steering Committee. Steps are being taken to integrate meetings and functions of the NSSI and ALCC in an effort to avoid duplicative efforts of these two groups.
- Different, and sometimes conflicting, agency missions may manifest themselves when the LCC moves further down the road in implementing its conservation goals. However, to date, having agencies with different missions at the table has not resulted in insurmountable disagreements.

*NGOS:* While there are no NGOs serving on the ALCC Steering Committee or making consensus decisions, they play a role in the Partner-at-Large bodies and serve on LCC technical working groups.

*Developing a Charter:* The ALCC Coordinator sought to keep the Charter as timeless as possible, to minimize the need for future revisions and so that it might serve as a template for other LCCs. Crafting a succinct, broad document proved to be a successful approach to facilitate the Charter’s ratification in just one meeting.

## California LCC (CALCC) Summary

Steering Committee (Interim Steering Committee, “ISC”)

**Size:** 18

**Composition<sup>2</sup>:** (The list below, gathered from the CALCC website and an interview with the CALCC Coordinator, is not an accurate compilation of the CALCC Steering Committee.)

<b>Federal</b>	BIA, BLM, BOR, NPS, USFW, NMFS, USFS, NRCS, EPA, USGS
<b>State</b>	CA Resources Agency; CA Department of Fish and Game; CA Department of Water Resources; CALFED Bay-Delta Program, Central Valley Joint Venture; California State University
<b>NGO &amp; Partnerships</b>	American Farmland Trust; American Rivers; Bay Area Ecosystems Climate Change Consortium; Bay Area Open Space Council; Bay Delta Science Consortium; California Audubon; California Coastal Conservancy; California Rangeland Conservation Coalition; California Trout; California Waterfowl Association; California Wildlife Conservation; Defenders of Wildlife; Ducks Unlimited; PRBO Conservation Science; River Partners; SF Bay-Delta Science Consortium; San Francisco Bay Bird Observatory; San Francisco Estuary Project; San Francisco Bay Joint Venture; Save the Bay; Sierra Club; The Nature Conservancy; Trust for Public Land
<b>Tribe</b>	Represented (which and how many are unknown)
<b>Other</b>	Regional Water Quality Boards, Bay Conservation and Development Commission

**Function:** The CALCC is in its infancy and is not yet representative of the entire area defining its boundaries. Because of the size, the diverse ecosystems, and the complex partnerships contained in the geographic area, the CALCC is being launched in two phases. Phase I, and the Phase I Steering Committee, encompasses the northern part of the state, called the SierraBay Subunit. Phase II will encompass the Coastal/Southern Subunit. The CA LCC is expected to be fully formed and functioning by the middle of calendar year 2011.<sup>3</sup>

ISC Responsibilities:

- Serve as the interim executive body for decision making.
- Develop the initial organizational structure.
- Promote cooperation, coordination, consolidation of information, and collaboration among partner organizations to support the purpose, goals, objectives, and priorities of the CALCC.

<sup>2</sup> Subject to change as the LCC expands. The ISC will be replaced by a permanent organizational structure after the entire geographic scope of the CA LCC has been encompassed.

<sup>3</sup> The CALCC is being initially governed by an Interim Steering Committee (ISC), designed for a one-year lifespan (formed April 2010 and will end in April 2011). The ISC will be replaced by a permanent organizational structure after the entire geographic scope of the CALCC has been encompassed.

- Prioritize projects, and make funding decisions (as advised by a Project Selection Subcommittee described below) for implementation and funding.
- Determine funding timelines, identify funding opportunities and other available resources (e.g., staff, in-kind services) to support priority projects and activities.
- Establish the initial CALCC Charter and support Phase II development of the CALCC and the selection of a permanent Steering Committee.
- Oversee and advise communication within the CALCC community.
- Solicit input and participation from their agency/organization and provide their management, technical staff, colleagues, and/or constituents updates and progress of the CALCC.

**Leadership:** In terms of member composition, participating NGOs tend to assign executive-level representatives, whereas agencies have assigned sub-executive level personnel to the CALCC.

**Selection criteria:** Interim Steering Committee members were selected by the USFWS, as time constraints did not allow for a step-by-step selection process. These initial CALCC organizers recruited California land managers and NGOs with state and national perspectives. The LCC Coordinator conducted individual outreach to State, Federal, and NGO executives. An ideal candidate for the SC was an individual who could dedicate the time to serving on the Steering Committee, but also had the authority to make decisions on behalf of their agency or organization. Membership criteria for the permanent Steering Committee will be based off soon-to-be developed goals and objectives.

### Other Committees

TBD: According to the “California Landscape Conservation Cooperative Development and Operations Plan” (drafted December 2009), the CALCC sub-committees will be determined by partners, and be directed toward broad goals.

### Staff

**Size:** 2 FTE

**Composition:** Listed below are the current and potential/future staff positions, with the sponsoring agency noted in parenthesis.

- LCC Coordinator (USFWS)
- Science Coordinator (USFWS)
- Future support:
  - Administrative Assistant
  - Communication Specialist
  - Dedicated scientist
  - 2 Landscape Ecologists (USGS)
  - Monitoring data manager

**Leadership:** The LCC Coordinator (USFWS) and the Science Coordinator (USFWS) both report to the Steering Committee.

### Governance Document

For up-to-date documents, see the CALCC website: [www.californialcc.org](http://www.californialcc.org). An Interim Charter is to be developed by January 2011. The CALCC's objectives will be fine-tuned in an upcoming workshop for other partners (including the Southern/Coastal subunit) during the launch of Phase II.

## Funding

The interim CALCC conducted an informal, semi-closed Request for Proposals (RFP) process to allocate its available resources in 2010. Rather than broadly advertising RFPs, the CALCC managed its funding process so as to avoid cultivating the image of being a granting agency. Funding criteria were largely developed before evaluating proposals. The ISC solicited organizations--especially those conducting projects with agency participation--to submit project proposals. A subgroup sorted the proposals, and then approached the entire ISC to determine priorities.

In the first phase of the CALCC, data-collection goals were based on gathering baseline information on climate change and species. In the final CALCC, a Science Committee will offer informational suggestions to the ISC, which will then allocate funds with final approval from the USFWS. Work supported by the CALCC will be evaluated by annually-revised criteria.

## Lessons Learned

*Creating the Steering Committee:* In building the Steering Committee, focus on securing the participation of valuable individual representatives rather than on the participation of a specific agency. To facilitate the recruitment and selection process, clarify the goals and objectives of the LCC. In terms of SC size, an 18-member group has functioned well for the CALCC; the Coordinator cautions against a Committee with more than 20 members. It is also advisable to develop a means to replace members who fall short of their responsibilities.

*Two-phase Process (Interim SC):* The benefit of the CALCC's two-phase approach was the ability to make decisions and allocate funding, to at least part of the state, from the get-go. In general, Phase I yielded lessons that will ease the implementation of Phase II. On the other hand, the two-stage process featured significant downsides. For instance, setting up the LCC structure in two parts has been time-consuming, which can strain relationships with interested partners outside the Phase I area. Keeping the LCC sufficiently flexible before Phase II partners join poses another dilemma.

*Involving Pre-existing Regional Level Organizations:* The CALCC Interim Steering Committee has successfully involved Joint Ventures by inviting them to join the ISC, conducting business in a transparent manner, and cultivating patience and trust. The CALCC Coordinator conducts individual outreach to these organizations with the dual goal of managing expectations while maintaining interest. A current website has proven to be a key tool to satisfy external parties.

## Great Basin LCC (GBLCC) Summary

### (Interim) Executive Council<sup>4</sup>

**Size:** 21 entities

**Composition:** The Executive Council includes executive-level representation from federal, state, tribal, non-governmental organizations and the research community that work on landscape conservation.<sup>5</sup>

<b>Federal</b>	1 representative from the following agencies: BLM, FWS, USGS, USFS, NRCS
<b>State</b>	5 State agencies representatives (1 from each state)
<b>NGO</b>	2 non-governmental conservation organization representatives
<b>Tribe</b>	5 Tribal representatives
<b>International</b>	N/A
<b>Other</b>	2 non-governmental commodity/industry organizations representatives 2 research community representatives

**Function:** The Executive Council is the decision-making body and provides oversight to the GBLCC. Executive Council members act as ambassadors for the GBLCC, promoting the organization in their respective organizations and activities, and provide guidance to the Coordinating Team. The Executive Council has the flexibility and authority to invite additional members into the GBLCC. Decision-making is done via consensus, and when that is not possible, consensus of 75 percent will be reached with a minority report.

**Hierarchy:** Executive Council meetings will be led by a Chair, elected by the Executive Council. The Chair will be the primary point of contact for the Great Basin LCC Coordinator. The Executive Council will also include a Vice-Chair, who will then become Chair, and the Past Chair. After the initial election of a Chair, a new Vice-Chair will be elected every two years.

The GBLCC governing documents include the following direction on membership terms:

- Federal representatives will hold a permanent seat on the Executive Council, but the representative may rotate amongst people in the organization. Members may be reappointed at the agencies' discretion.
- State representatives will be appointed by the governor for a three-year term. At the end of the term, the Great Basin LCC will prompt the state to select a new representative or the governor may reappoint the current representative.
- Tribal representatives will hold a three-year term on a staggered rotation. Members will be selected based on an expression of interest from their tribal entity.
- NGO and research community representation will hold a three-year term on a staggered rotation. Members will be selected based on an expression of interest from their

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<sup>4</sup> Organizing Committee members discussed whether to call the overarching body of the GBLCC the "Executive Council" or "Steering Committee."

Members reached consensus to use the term Executive Council because they felt it sounded more inviting and fit their role in counseling the Coordination Team and stakeholders.

<sup>5</sup> See October 2010 Great Basin LCC Draft

organization.

**Selection Criteria:** The GBLCC Organizing Committee strove for balanced representation of the widest possible variety of stakeholders in the Great Basin geographic area on both its Executive Council and Coordinating Team. The Organizing Committee reached out to stakeholders including NGOs, private land owners, cattlemen associations, miners, and other interests.<sup>6</sup> Members of the Executive Council must bring commitment from their respective organizations, which may include financial resources, technical expertise, personnel or advocacy. If a member is inactive, they may be removed from the Executive Council.

Coordinating Team

**Size:** ~ 30 representatives (identified by the GBLCC as the upper limit to reach quorum)

<b>Federal</b>	6 Department of Interior agency representatives 1 Natural Resources Conservation Service representative 2 U.S. Forest Service representatives (1 research, 1 management)
<b>State</b>	5 State agencies representatives (1 from each state)
<b>NGO</b>	3 non-governmental conservation organizations representatives (groups to be determined)
<b>Tribe</b>	5 Tribal representatives
<b>International</b>	N/A
<b>Other</b>	1 Agricultural Research Service representative 1 Great Basin Research and Management Partnership representative 1 Great Basin Environmental Program representative 1 Great Basin Cooperative Ecosystem Studies Unit representative 1 Intermountain West Joint Venture representative 1 Agricultural producer group representative (group to be determined) 1 Mining or energy group representative (group to be determined) 1 Recreation or sportsmen group representative (group to be determined) 1 State-level county association representative (group to be determined) 1 Climate Science Center representative

**Composition:** The Coordinating Team includes representation from federal, state, tribal, non-governmental organizations and the research community that work on landscape conservation. Ultimately, the size of the Coordinating Team is the decision of the Executive Council.

<sup>6</sup> **Notes from discussion on Executive Council:** *The Organizing Committee questioned if there is an imbalance of representation between management and science. The Organizing Committee decided on this formation in part because they were hesitant to make the Executive Council too large. Another discussion item was whether the Intermountain West Joint Venture should be shown as an independent body on the Executive Council. The recommendation was that they would initially fill one of the positions in the NGO category and be one of the members of the Interim Executive Council. The group discussed how and when the Executive Council would be identified and decided to make recommendations on some of the organizations to be on the Interim Executive Council. These recommendations included The Nature Conservancy and Intermountain West Joint Venture to fill the two NGO conservation organization slots; University of Nevada – Reno and Utah State to fill the two research community slots; and Public Lands Council of National Cattlemen Association and either Nevada or Utah Power to fill the two NGO commodity/industry organization lots.*

**Function:** The Coordinating Team is responsible for the operational management of the organization and for developing the work plan that provides direction for the GBLCC’s actions. It makes tactical, pragmatic decisions about how to get things done. The Coordinating Team conveys information, needs and recommendations to the Executive Council; establishes and provides oversight of the Issue-based Working Groups and manages the Stakeholder Forum; and is responsible for providing clear communication to the stakeholders and public. Decision-making is made via consensus. If consensus cannot be reached, the issue should be elevated to the Executive Council. The Coordinating Team has the authority to revise Great Basin LCC by-laws with the approval of the Executive Council.

**Leadership:** Meetings will be facilitated by a Chair, elected by the Coordinating Team. The Chair will be the primary point of contact for the Great Basin LCC Coordinator. The Coordinating Team will also include a Vice-Chair, who will then become Chair, and the Past Chair. After the initial election of a Chair, a new Vice-Chair will be elected every two years.

Representatives on the Coordinating Team will have indefinite terms; however, lack of participation will put the representative group in the seat at risk. The Coordinating Team determines the minimum level of participation required to retain the seat. The Coordinating Team may make additions or changes to the Coordinating Team membership with Executive Council approval.

**Selection Criteria**<sup>7</sup>: As noted above, the GBLCC Organizing Committee strove for balanced representation of the widest possible variety of stakeholders in the Great Basin geographic area on its Coordinating Team.

## Other Committees

### Issue-based Working Groups

**Composition:** Membership of the groups will be ad hoc and members may include representatives from federal, state, tribal, non-governmental organizations, the private sector and the research community. Each Working Group must have at least one Coordinating Team member.

**Function:** Issue-based Working Groups will be established by the Coordinating Team as needed. Working Groups will be solution- oriented and will deliver products, including proposals, technical reports and recommendations for filling data gaps. A recommended Working Group that may be longer term would focus specifically on data and information management.

**Leadership:** Working Groups answer to the Coordinating Team.

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<sup>7</sup> **Notes from discussion on Coordinating Team:** *Organizing Committee members discussed two options for this coordinating body. The first was to have a “Coordinating Committee” that would be open to all partner and stakeholder participation. The other option discussed was to create a “Coordinating Team,” consisting of high-level managers, and in addition, creating a separate “Stakeholder Forum”, which would be open to everyone. The collective group decided on the latter option agreeing that it would be more efficient to have a more structured Coordinating Committee/Team and a separate Stakeholder Forum. Participants also discussed whether to use the term “committee” or “team” and decided that “team” makes it sound more like a team effort and implies more of an obligation. Regarding the initial Coordinating Team members, the Organizing Committee agreed to bring the initial group together and let them decide if there are additional organizations or stakeholders missing. They agreed that an organization that represents an entire state’s local government would be a valuable addition.*

## Stakeholder Forum

**Composition:** Open to all partners and stakeholders in the Great Basin.

**Function:** The Stakeholder Forum is an annual meeting organized by the Coordinating Team that is open to all partners and stakeholders in the Great Basin. The purpose of the Forum is to report Great Basin LCC accomplishments and progress to a broad representation of partners and stakeholders, and to receive their feedback and input. The Forum is an opportunity to identify potential priorities, issues, concerns and needs for the Great Basin LCC. The Forum promotes and enables political support for the organization. The Forum provides an opportunity for outreach and education and may be a source of new Coordinating Team or Working Group members.

## Staff

**Size:** 2 FTE. Ultimate number of staff will depend on funding, priorities, and direction from the Executive Council.

**Composition:** The Great Basin LCC Coordinator is the main staff member of the Great Basin LCC.

- GBLCC Co-Coordiators (FWS)
  - *Role:* The Coordinator will perform the day-to-day operations of the Great Basin LCC, track funding and budgets, and report Great Basin LCC accomplishments. The Coordinator supports the Executive Council and the Coordinating Team, including supporting meetings by providing both planning support and resources. The Coordinator builds relationships with all of the committees and provides a vital coordination role. Additionally, the Coordinator will coordinate with other LCCs and serve as the “go-to” contact for all members of the Great Basin LCC and the public.
- Eventually, there will be other staff assisting the Coordinator.

**Leadership:** The Coordinator will report *either* to the Executive Council or the Coordinating Team<sup>8</sup>. Other staff will report to the Coordinator.

## Governance Document

The GBLCC produced a Draft Governance and Operational Charter in October 2010. ([http://www.blm.gov/wo/st/en/prog/more/Great\\_Basin\\_LCC.html](http://www.blm.gov/wo/st/en/prog/more/Great_Basin_LCC.html)).

## Funding

Information on funding mechanisms or processes was not available for this report.

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<sup>8</sup> **Notes on discussion about Staff:** *Organizing Committee members deliberated whether the Coordinator should report to the Executive Council or to the Coordinating Team. The group did not come to consensus on which entity the Coordinator would report to and decided to present both options to the broader Great Basin stakeholder group for their input. (For continuation of notes see GBLCC Draft Charter)*

## Lessons Learned

*Managing LCC Size and Diversity:* The GBLCC exhibits wide representation of interests, but it may be a larger size than desired for decision-making. Using technology (e.g. webinar, conference calls) can facilitate engaging geographically widespread people in a meeting.

While managing an LCC for such a diverse group has been a challenge, the GBLCC Coordinator strongly suggests that there be no smaller steering committees within LCCs, as that decreases room for connectivity. The GBLCC Coordinator believes that it is important to create a strong overarching and functional LCC that can represent one voice within the national LCC network.

*Involving Pre-existing Regional Level Organizations:* The GBLCC has met with three other basin-wide partnerships to discuss how to compliment each others' work, as there is overlap and redundancy that needs to be addressed in order to maximize the use of limited resources. At the time of writing, the parties were in the process of finalizing an initial approach.

*Governance Document:* Instead of creating a full Charter before convening all the stakeholders in the LCC, the GBLCC developed only the minimal scaffolding of a Charter so that other stakeholders (e.g. Exec Council) could flesh it out, thus creating more buy-in.

## General Advice

### *Membership and Recruitment:*

- Communicate that the LCC is a partnership, and the resources it brings to the table will benefit all.
- Ensure that people with something to offer—those who are team players, decision-makers, and technical experts—are selected, not just the people who have the most time on their hands.
- Ensuring buy-in is critical. The GBLCC credits much of their success on working with a skilled third-party neutral. The GBLCC Coordinator does not recommend working with an agency facilitator.

## Great Northern LCC (GNLCC) Summary

### Steering Committee

**Size:** 25 entities<sup>9</sup>

**Composition**<sup>10</sup>: The Steering Committee (SC) includes executive-level representation for federal, state, provincial, tribal and non-governmental organizations that work on landscape conservation on a regional scale.<sup>11</sup> The SC reserves the privilege of adding members that allow for more comprehensive inclusion of conservation partners.

<b>Federal</b>	USFS, FWS, NPS, BLM, NOAA, USGS, NRCS; potentially BOR, EPA, The Columbia Basin Federal Caucus
<b>State</b>	5: One representative from each state in the region (WA, ID, WY, OR, MT)
<b>NGOs &amp; Partnerships</b>	4: Rocky Mountain Elk Foundation, Wildlife Conservation Society, Heart of the Rockies Land Trust Alliance, The Intermountain Joint Venture
<b>Tribe</b>	One representative from the Confederated Salish and Kootenai Tribes of the Flathead Reservation Representative. (Three or four other Tribes have shown interest, such as the Confederated Tribes of the Umatilla Indian Reservation and the Yakama Indian Nation)
<b>International</b>	The Interagency Grizzly Bear Committee; 2 invited Canadian provinces

**Function:** The SC members are responsible for broad, strategic guidance and funding, such as allocating resources, setting budgets and approving proposals. As outlined in the GBLCC Charter, the functions of the SC are to:

1. Set vision, goals and priorities for GNLCC
2. Provide direction to the GNLCC Coordinator and staff
3. Approve Long-term Strategy and operational by-laws
4. Approve GNLCC capacity needs
5. Approve funding for annual workplan including priority setting process
6. Provide communication on GNLCC relevant organizational programs and initiatives

Decisions will be made through consensus (i.e. by votes of affirmation or no objection by members present at the time of the vote.)

**Leadership:** An SC Chair and Vice Chair (considered Chair-elect) will rotate on a bi-annual schedule. The originating Chair is the regional director of the USFWS Mountain-Prairie Region, and the originating vice chairperson is the regional director of the NPS Intermountain Region.

**Selection Criteria:** The GNLCC used an open approach to soliciting SC membership, rather than using selection criteria to balance representation. The objective was to gather a broad group that represented

<sup>9</sup> This size is in flux as the GNLCC adds partners and consolidates.

<sup>10</sup> Listed NGOs and Tribes from Steering Committee contact list ([http://www.nrmcs.usgs.gov/files/gnlcc/pdf/GNLCC\\_SCList\\_Oct2010.pdf](http://www.nrmcs.usgs.gov/files/gnlcc/pdf/GNLCC_SCList_Oct2010.pdf))

<sup>11</sup> "The Great Northern Landscape Conservation Cooperative Governance and Operational Charter Draft May 9, 2010, 2<sup>nd</sup> Draft August 2, 2010" ([http://nrmcs.usgs.gov/files/gnlcc/pdf/Final\\_Draft\\_GNLCC\\_Governance\\_Charter\\_8\\_10.pdf](http://nrmcs.usgs.gov/files/gnlcc/pdf/Final_Draft_GNLCC_Governance_Charter_8_10.pdf))

the suite of interests in the Great Northern. The current and in-flux “Originating Steering Committee” drew from conservation partners in the area. The GNLCC will maintain an open invitation to interested and appropriate groups.

## Other Committees

### Advisory Team

**Function:** The Advisory Team (AT) serves as a working team, under the leadership and coordination of the LCC Coordinator. The AT is separate from and not delegated by the Steering Committee (though it often works for a SC member) and is not technical committee. It develops foundational concepts, drafts governance and operational documents, and provides specific recommendations to the Steering Committee according to their direction on such tasks as the annual workplan, long-term strategy and other formative and operative needs. The AT also serves as a GNLCC “think tank” to develop strategic concepts, analyze issues and other operative needs as identified by the Steering Committee or Eco-Forums, and under the leadership of the Coordinator.

The functions of the Advisory Team are to:

1. Promote and communicate long-term vision
2. Develop and write long-term strategy and annual workplans
3. Coordinate science and information needs
4. Develop and implement process for operations
5. Develop annual workplan recommendations
6. Develop and revise Long-term Strategy
7. Coordinate, communicate and provide outreach to Science and Partnership Communities

**Selection Criteria:** There are no set criteria for AT member selection. Participation is based on recommendation from the SC but with explicit approval from the respective parent entity. AT members are those in a position to help and influence the LCC’s progress, share a vision for the LCC, and assist with the workload.

### Science Community

**Function:** The Science Community participates, as permitted through their respective organizations, in various specialized science committees, panels or working groups. The GNLCC staff coordinates with appropriate expertise within the Science Community to develop or provide specific science or information needs such as science theme development and peer review.

**Selection Criteria:** The Science Community is the collective science capacity within the GNLCC including university, government and non-governmental scientists, researchers and specialized science and technical expertise.

### Eco-Forums

**Function:** In 2011, the GNLCC will establish three separate, but overlapping geographic annual Eco-Forums: Rocky Mountain, Columbia Basin, and Sage-Steppe subunits. Within each forum, priority science products and information needs will be identified and loosely prioritized through a structured process coordinated by GNLCC Staff, and will be strategically aligned to meet the needs of specific agency, program or partnership outcome-based adaptive management processes. As part of each forum, feedback on and

input to the GNLCC process and products will be used to iteratively improve GNLCC effectiveness and coordinated landscape adaptation strategies.

**Selection Criteria:** These annual Eco-Forums will draw from the collective conservation partnerships and partners within the GNLCC, called The Partnership Community.

## Staff

**Size:** 3 ¼ FTE

**Composition:** The GNLCC staff is comprised of the following positions funded through the identified entities:

- GNLCC Coordinator (FWS)
  - *Role:* The LCC Coordinator works directly with the Steering Committee Chair to provide communication to the Steering Committee and receive their direction. The GNLCC Coordinator leads, facilitates, and communicates GNLCC vision among the staff; directs overall operations of the GNLCC; and ensures coordination among GNLCC staff as per operations and direction from the Steering Committee. The Coordinator also oversees development and functioning of Eco-Forums.
- GNLCC Science Coordinator (USGS)<sup>12</sup>
  - *Role:* The Science Coordinator works under the direction of the Coordinator to provide coordination and synthesis of GNLCC science activities, products and needs. The Science Coordinator provides assistance to the Coordinator on specific technical and science-related duties and tracks and translates status and results of relevant science and research activities among the GNLCC staff and users. The Science Coordinator also maintains contact with and supports the needs of the Eco-Forums.
- GIS specialist (3/4 FTE)
- Outreach & Admin. (1/2 FTE)
- Future support:
  - GNLCC intends to add an additional 2 ½ FTEs.
  - Other staff may be identified as agreed to by the Steering Committee.<sup>13</sup>

**Leadership:** Staff receives direction from the SC.

## Governance Document

The GNLCC has completed a “Draft Cooperative Governance and Operational Charter.” Up-to-date information on structure, funding, priorities, etc. is available at <http://www.nrm-sc.usgs.gov/gnlcc>.

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<sup>12</sup> The GNLCC plans on having two Science Coordinators.

<sup>13</sup> “Great Northern Landscape Conservation Cooperative Governance And Operational Charter” ([http://www.nrm-sc.usgs.gov/files/gnlcc/pdf/Final\\_Draft\\_GNLCC\\_Governance\\_Charter\\_10\\_10.pdf](http://www.nrm-sc.usgs.gov/files/gnlcc/pdf/Final_Draft_GNLCC_Governance_Charter_10_10.pdf))

## Funding

The SC chose the following themes, drawn from the conservation needs of existing landscape-level partnerships in 2009, to focus on for 2010: (a) Habitat connectivity; (b) Water-related vulnerability assessments; and (c) Data Integration. In 2011, the GNLCC will continue with these themes, and add three more: (d) Climate Change; (e) Partnerships; and (f) Communications.

Initially, funded proposals were reviewed, individually ranked by SC members, and selected according to compiled rankings with a strategy based on gap analysis. These recommendations from the SC go to the FWS for the ultimate decision. Over the next few years the SC will be developing a process to determine conservation goals that members can agree on.

## Lessons Learned

*Managing LCC Size and Diversity:* Large LCCs need to find a balance between creating and sustaining regional level partnerships and assuring that individual interests and more place-based partnerships are not excluded or overshadowed by the larger entity. The GNLCC is moving to create Eco-Forums to mitigate LCC members' concerns that the LCC is too large or that individual interests within the region will be "drowned out." The Eco-Forums do not split up the LCC; rather, they are meant to support and create ecologically relevant partnerships.

*Involving Pre-existing Regional Level Organizations:* The key to engaging some organizations is to maintain an open attitude and show that the LCC is a value-added organization/service, with a unique niche to leverage landscape programs to address large ecological threats. For instance, States are working on Decision Support Systems (DSS). The LCC should not be looking to duplicate that; rather, it should be looking to help coordinate these efforts at the landscape-scale.

*Engaging State Agencies:* Special efforts should be made to include the states because of their key role in conservation. Important factors to consider in engaging state agencies are: (a) states have jurisdiction over wildlife except for species listed under the Endangered Species Act; (b) state and LCC efforts need to be coordinated and not be duplicative; and (c) states are asked to be at the table for often more than one LCC per state, and they don't have the capacity to handle all of the requests.

## General Advice

The Lincoln Institute published a useful report in May 2010 about the necessity of landscape-scale conservation policies/frameworks. [http://www.lincolninst.edu/pubs/1808\\_Large-Landscape-Conservation](http://www.lincolninst.edu/pubs/1808_Large-Landscape-Conservation)

*Key factors in building relationships:*

- Conduct open and frequent communications within the GNLCC network, between related climate change and landscape programs, and among the expanded climate change and landscape conservation community
- Respect social, political and legal limitations while promoting solutions to landscape-level stressors (climate and others) that benefit the greater GNLCC conservation community
- Be transparent in operations and ensure equal and open access<sup>14</sup>

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<sup>14</sup> The first three of these bullet points are taken from "GBLCC Guiding Principles" in their Governance and Operations Draft Charter ([http://nrmsc.usgs.gov/files/gnlcc/pdf/Final\\_Draft\\_GNLCC\\_Governance\\_Charter\\_8\\_10.pdf](http://nrmsc.usgs.gov/files/gnlcc/pdf/Final_Draft_GNLCC_Governance_Charter_8_10.pdf))

- Consider and respect each participating organizations unique mandates and jurisdictions
- Emphasize how the LCC can add value
- Respect other programs/efforts by making good use of their time, listening well, and not talking *at* them. (The GNLCC spends about 20% of meeting time with new potential partners simply listening to concerns that the LCC may duplicate efforts.)
- Gain allies by establishing mutual concern for resources, getting others excited about collaboration, and finding common ground.
- Be prepared to help people (including the FWS) “take off their agency hats.”
- Stay flexible to work through the challenge of wrapping your head around a new vision.

## Pacific Islands Climate Change Cooperative (PICCC) Summary

### Executive Council

**Composition:** The Executive Council of the Steering Committee is comprised of Member representatives.

**Function:** The Executive Council Chairperson organizes and conducts the business meetings of the Steering Committee. The Vice-Chairperson presides in the absence of the Chairperson. The Executive Council provides support to the PICCC staff on operational matters that do not require a vote by the full Steering Committee.

**Leadership:** The Executive Council consists of a Chairperson, a Vice-Chairperson, a Chairperson Emeritus, and two At-Large members. The Steering Committee elects these Council Officers annually by simple majority vote of Members. The Vice-Chairperson is automatically appointed to the Chairperson position after one year unless the incumbent Chairperson is re-elected. After one year in office the incumbent Chairperson serves as the Chairperson Emeritus unless re-elected as Chairperson.

### Steering Committee

**Size:** 1-3 individuals per 29 active entities<sup>15</sup>

**Composition:** The Pacific Islands Climate Change Cooperative (PICCC) is hosted by the Hawai'i Conservation Alliance (HCA). HCA is a cooperative partnership of 15 governments, education, and non-profit organizations strongly committed to long-term environmental conservation in Hawaiian Islands through land management, collaborative research, training, and outreach. The 17 high-level members of the HCA and 12 additional partners serve as the Steering Committee for PICCC.<sup>16</sup>

<b>Federal</b>	NOAA, NPS, NRCS, USFS, USGS, U.S. Army, FWS, Hawai'i Wetland Joint Venture
<b>State</b>	Office of Hawaiian Affairs (OHA), , University of Hawaii, HI Department of Natural Resources Division of Forestry and Wildlife (DOFAW) and Division of Aquatic Resources (DAR)
<b>NGO</b>	The Nature Conservancy, Pacific Science Association
<b>Tribe</b>	See footnote <sup>17</sup>
<b>International</b>	The PICCC is soliciting representatives from independent states associated with the U.S. (e.g., Marshall Islands, the Federated States of Micronesia, American Samoa)
<b>Other</b>	Kamehameha Schools

**Function:** The PICCC is overseen and directed by a Steering Committee comprised of Member and Associate Member representatives (see Note on Membership, below). All Steering Committee

<sup>15</sup> The term "active" applies to those entities that participate in Steering Committee meetings.

<sup>16</sup> The exception to the rule of executive-level representation on the Steering Committee is the representative from the Office of Hawaiian Affairs, as it has a distinct structure with a Board of Trustees elected by Hawaiians.

<sup>17</sup> Native Hawaiians do not have Tribal federal recognition. The Office of Hawaiian Affairs, a quasi-governmental agency, is the most formal entity representing their interests.

representatives are expected to represent their agency or organization at an administrative and policy level on matters pertaining to allocating human and financial resources to the planning, protection, restoration, and management actions that are inherent to sustained, long-term conservation.

**Leadership:** The Steering Committee elects an Executive Council, which consists of a Chair, Vice-Chair, and two at-large members. To avoid annual turnover, the Chair becomes an emeritus chair, and the vice-chair move to chair position. Therefore, new representatives fill the two Steering Committee leadership positions every year. The PICCC has found this to be a useful structure in its interim phase.

*Note on Membership:* The PICCC as a whole comprises two Membership levels (Member and Associate Member) as well as a Cooperator level, based on a participating organization's autonomous mission or legislative authority, level of commitment, and breadth of accepted responsibility in furthering PICCC's conservation goals. Member representatives alone have the right to vote on the Steering Committee. Associate Members representatives are non-voting but are invited to participate in all Steering Committee meetings and in Working Group meetings as appropriate to their area of interest/expertise. With the exception of non-voting status, only their level of interest and commitment will limit the participation of Associate Members in the development of conservation goals and objectives and the formulation and execution of conservation strategies. A Cooperator is any person, organization, or agency working with a Member agency/organization in the planning, implementation, monitoring, or evaluation of a specific project or task recognized by the Steering Committee as advancing the goals and objectives of the PICCC.

**Selection criteria:** Steering Committee membership is open to any agency or organization that commits to developing a shared vision of conservation within the geographic scope of the PICCC, to coordinating their otherwise independent actions in the cooperative pursuit of that vision, and to sharing in the responsibility of implementing coordinated biodiversity conservation activities.

To join the Steering Committee, the interested agency or organization first submits a letter of inquiry to the Committee. The letter is reviewed by executive staff, who then conducts an informal phone interview with the applicant. Finally, the agency or organization is invited to a Steering Committee meeting for other members to meet.

## Other Committees

### Working Groups

**Function:** Steering Committee representatives engage their organizations' professional and technical staff in the various facets of PICCC planning and implementation through the forum of permanent or *ad hoc* "Working Groups" or "Teams." At the time of interview in early November 2010, the Steering Committee was in the process of forming the first of the PICCC Working Groups and determining what topics they will address. The PICCC does not plan on creating a permanent committee structure; rather, they hope to remain nimble and responsive by constantly reviewing the purpose and effectiveness of Working Groups.

**Leadership:** According to the PICCC Charter, each Working Group will have a chairperson appointed by consensus of the participating members, who will be required to present a report of the group's activities and products as requested at Steering Committee meetings.

### Staff ("PICCC Support Office")

**Size:** 3 staff positions, with plans for approximately 12 staff

**Composition:** HCA and its partners are supporting several key staff positions; the specific funding agency is indicated in parentheses.<sup>18</sup>

- LCC Coordinator (USFWS)
  - *Role:* The PICCC Coordinator serves as the leader, manager and supervisor of the PICCC support office.<sup>19</sup> The Coordinator assists the Executive Council members in the preparation for and conduct of Steering Committee meetings, records and acts upon Steering Committee actions, serves as custodian of Steering Committee records, distributes information relating to PICCC activities, and maintains and report on PICCC accomplishments.
- LCC Science Coordinator (USFWS)
- Administrative support (USFWS)
- Future support:<sup>20</sup>
  - Communications manager (USFWS)
  - Species modeler (USFWS)
  - Landscape modeler (USFWS)
  - GIS/data products specialist (USFWS-short term, contracted with USGS)
  - 2 additional USFWS-funded scientist positions, TBD by the Steering Committee
  - Hydrologist (half-time, USGS)
  - 2 ecologists (USGS)
  - Marine scientist
  - Cultural resources planner/ Traditional knowledge expert (NPS, HCA)
  - Data manager (NPS)

**Leadership:** The PICCC staff are directed by and report to the Steering Committee. Once fully formed, the PICCC support office will receive funding and staff from a variety of sources, and will operate in the service of the PICCC Steering Committee. The PICCC Coordinator and associated staff are responsible for creation and delivery of technical products to the Steering Committee, and for facilitating and assisting the various working groups created by the Committee.

### Governance Document

The PICCC has drafted and formally adopted the “Charter of the Pacific Islands Climate Change Cooperative,” which can be provided on request to PICCC Coordinator.

### Funding

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<sup>18</sup> Supplementary information from “PICCC Report, December 2009: The Pacific Islands Climate Change Cooperative (LCC) Development and Operations Plan” (<http://www.USFWS.gov/science/shc/pdf/PacificIslands.pdf>)

<sup>19</sup> At the time of the interview, the PICCC was determining the details of staff coordination, reporting structure, and PICCC Coordinators’ role(s) in employee evaluations.

<sup>20</sup> Staff positions in addition to Coordinator, Science Coordinator, and Administrative Assistant will be filled late December 2010/early January 2011.

The PICCC was allocated \$800,000 for FY2010 through USFWS and other mechanisms. The PICCC developed a generic Request for Proposals which generated a satisfactory number of proposals. A Science Review Committee of volunteers with technical expertise was assembled to review the proposals based on established criteria and recommend a course of action. To do so, these volunteers crafted a three-tiered ranking system: Tier 1 – full funding; Tier 2 – if funds allow; Tier 3 – cannot fund this year.

These recommendations were reviewed by the Executive Council, which recommended a modified Tier 1 to accommodate budget restraints. The Steering Committee voted on and approved the modified funding proposal. Ultimately, the USFWS Regional Office procured the money necessary to fully fund 4 of 5 approved projects in 2010. At the time of this interview, the PICCC is identifying the science needs which will shape the next RFP process.

### Lessons Learned

*Managing LCC Size and Diversity:* The PICCC is faced with the challenge of organizing a vast, scattered geographic expanse. The culture(s) of the Pacific Islands makes face-to-face contact both critical and difficult to achieve overall unity of the LCC. The PICCC Coordinator estimates that it will take a couple years to reach out to key players across the Pacific Islands, and appreciates that individual Steering Committee members are helping the process by networking on behalf of the PICCC.

*Involving Pre-existing Regional Level Organizations:* There is some overlap between the PICCC and the Pacific RISA (Regional Integrated Science Assessment). The focus of the Pacific RISA, which is funded through NOAA and housed within a university, is on regional climate and conservation issues. The PICCC Coordinator considers the existence of such previous collaborative efforts an advantage for the nascent LCC, and notes that there are sufficient issues to address in the Pacific Islands to easily delineate roles and opportunities among parallel organizations.

*Engaging State Agencies:* The PICCC has not encountered serious resistance from states or state entities. In fact, the Associated States have been drawn to the PICCC because of its emphasis on climate change, which is a major challenge in the Pacific Islands. Few nations or states in the Pacific region have dedicated staff working on the issue. Any hesitation regarding the LCC on the part of states is attributable to the dire economic situation plaguing the region. This reality has forced many state agencies to cut staff positions to the point where no representative is available to actively participate in the PICCC. Maintaining contact has ensured that this problem is not insurmountable.

*Engaging Indigenous Leaders and Organization:* The PICCC has identified the need for more representation of the many indigenous cultures from across the Pacific Islands. The PICCC Charter reads that “Climate change and associated phenomena such as sea-level rise and ocean acidification will greatly impact the lives of indigenous peoples throughout the Pacific. The traditional knowledge of Pacific Islanders should be recognized as critical cultural resource. Conservation strategies in the region should both incorporate this knowledge into adaptive management plans, as well as to ensure that those management plans are designed to help ensure the continued vitality of traditional cultural institutions and knowledge in the Pacific.”<sup>21</sup>

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<sup>21</sup> From “Cultural Scope” in PICCC Charter

*Staffing:* At first, some PICCC members wanted to hire all staff at once. However, it was determined that a strategic science program that would concretely develop the PICCC’s goals and needs should guide the staff hiring process. The PICCC aims to build a team of skills, as opposed to a team of positions.

### General Advice

To those LCC Coordinators building a collaborative partnership from the ground up—that is, without an existing organization or structure to serve as a nucleus—the PICCC Coordinator encourages patience in building relationships with regional partners. While it may take some time to build trust and familiarity, they are critical (and rewarding) precursors to holding the open dialogues necessary to develop shared visions and products.

## Plains and Prairie Potholes LCC (PPPLCC) Summary

### Steering Committee

**Size:** 30 entities<sup>22</sup>

**Composition:** The Steering Committee (SC) is composed of executive-level personnel. These executives do not always attend each meeting; sometimes, subordinates represent their agency at the SC with the understanding that they can make substantive decisions on behalf of their agency.

<b>Federal</b>	15 <sup>23</sup>
<b>State</b>	5
<b>NGO</b>	WWF; Ducks Unlimited; TNC
<b>Tribe</b>	None, though the coordinators are actively working on including tribes
<b>International</b>	Environment Canada; and the provinces of Manitoba, Saskatchewan, and Alberta

**Function:** The SC members are responsible for broad, strategic guidance and funding, such as allocating resources, setting budgets and approving proposals, etc. An important function of the SC is to share information among conservation partners and to ensure mutual understanding of the projects each entity is undertaking.

**Leadership:** There are two chairs: the FWS Region 3 Regional Director and the North Dakota Director of the state Game and Fish Department. The non-Fed chair is elected to a 2-year term. The Fed chair will remain FWS for the foreseeable future, though this configuration may change as the PPPLCC evolves.

**Selection Criteria/Process:** Federal, state, provincial, tribal and NGOs were invited to participate on the Steering Committee based on their interest and areas of expertise. Based on the model of the Joint Ventures, the PPPLCC solicited a broad range of entities to participate in working with the FWS to set up the PPPLCC.

### Other Committees

#### Technical Committee

The Technical Committee (TC) provides the scientific expertise for the PPP. The TC is developing a set of fundamental, outcome based objectives for the PPP, reviews and ranks project proposals for scientific validity and makes recommendations to the SC regarding projects to be funded. Overall, the Technical Committee and the PPP Coordinator provide for the day to day operations of the PPP based on guidance and direction from the SC

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<sup>22</sup> This figure may be larger, as some entities attend meetings irregularly

<sup>23</sup> For a list of invited entities, see “Plains and Prairie Potholes Landscape Conservation Cooperative Preliminary Operations Plan” ([www.fws.gov/science/shc/pdf/PlainsPrairiePotholes.pdf](http://www.fws.gov/science/shc/pdf/PlainsPrairiePotholes.pdf))

**Composition:** Each SC member may choose one representative to sit on the Technical Committee, which will be chaired by the PPPLCC Coordinator.

**Function:** The TC facilitates a review process to rank proposals for review by the SC, provides recommendations to the SC regarding operation, staffing, coordination, and science activities of the LCC, develops mechanisms for communicating with and receiving input from organizations not represented on the SC, establishes *ad-hoc* committees to carry out the functioning of the LCC, and maintains communication with outside organizations, other LCCs, and the DOI's climate science centers.

**Selection Criteria:** Technical Committee members should be knowledgeable about landscape scale conservation and climate change to make informed recommendations on priority projects and activities for the Steering Committee's consideration.

## Staff

**Size:** 4 FTEs

**Composition:** Listed below are the current and potential/future staff positions, with the sponsoring agency noted in parenthesis.

- LCC Coordinator (FWS)
  - *Role:* Serves as the PPPLCC's operations manager, with direction from the Steering Committee.
- Science Coordinator (FWS)
- Future support:
  - 2 scientists supporting PILCC (USGS)

## Governance Document

The PPPLCC Structure and Governance document (June 3, 2010 draft) is available at:  
<http://www.fws.gov/midwest/climate/LCC/PPP/documents/PPPLCCGovernance060310.pdf>.

## Funding

The PPPLCC performed an intensive scoping process to identify and agree upon common conservation issues. Based upon these themes, LCC conversation partners working in similar areas were asked to submit proposals, which went to the Technical Committee. Using review and ranking criteria developed during the scoping process, the TC ranked all of the proposals and made recommendations for which to fund. Members of the TC with a vested interest in a project in question recused themselves from evaluating those projects. These recommendations were submitted to the SC, which retains final authority on funding.

The Technical Committee is developing specific methods for soliciting proposals for new projects to help ensure an open and transparent process. The TC is also working on standardization of a format for proposals, guidelines for submitting proposals, updated ranking criteria and a method for providing technical feedback to project proponents.

## Lessons Learned

The PPP, like most LCCs is continually evolving and experiencing some “growing pains” common to new programs. And while the focus of the LCC is to provide conservation delivery and adaptive management strategies for dealing with climate change it is important that other large scale, landscape level stressors be considered as well.

One key message of importance received from partners is that in order to gain acceptance and commitment from partners the PPP must add value to existing conservation efforts. The PPP should determine how best to fit into a broad range of existing conservation programs and help fill gaps.

*Engaging State Agencies:* Initially, the PPP LCC faced skepticism from state wildlife agencies, as they expected the LCCs to be a top-down, FWS-led directive. In order to engage the states, the FWS regional director spent a tremendous amount of time talking to state wildlife agency directors to develop a personal relationship, convince them that the FWS is not intending to direct anything, and that the LCC is intended to work through thorny issues together. The PPP LCC has worked with states in identifying areas of shared responsibility and demonstrating that if an issue is important to a state wildlife agency, then it is important to the LCC and the FWs.

*Engaging Tribes:* No decisions have been made on how to engage the tribes in the PPP. One factor to consider in relation to tribes is that there are dozens of tribes in the PPP area, but they do not wish to be treated as one unit. However, including every tribe may make the SC size unwieldy. The PPPLCC coordinators are working with the Native American coordinators for FWS regions 3 and 6 to identify strategies to engage tribes.

### General Advice

In establishing the LCC, inclusivity is vitally important; no entity should feel they do not have a voice. LCCs need to be able to identify priorities and then identify entities that have the skills and projects already in place to address these priorities at a landscape scale. Ultimately, the goal of the PPP LCC is to provide field managers with tools they can use to deal with climate change or other large-scale stressors.