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Strategic Management of Invasive Species in the  
Southwest United States Workshop  
October 2009, Phoenix, AZ

# **NATURAL RESOURCES PARTNERSHIPS: WHAT WORKS AND WHAT DOES NOT**

by  
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Technical support for the DoD Legacy Program



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- Partnering
  - Authority (Sikes Act 16 USC 670a, as amended)
  - Nationwide
  - Regional
  - Local
- Case studies
  - Interagency Agreements
  - Cooperative Agreements
  - Installation Level
- Essentials of Partnering
- Value



## DoD's Authority to Partner

- Sikes Act (16 USC 670a, as amended)
  - Authorizes cooperation by the Departments of the Interior and Defense with State agencies for the conservation, protection, and management of fish and wildlife resources on military lands while supporting military training
  - Amendments to the Sikes Act have expanded its authority to develop ecosystem-based integrated natural resources management plans (INRMPs)
  - Also authorizes DoD to enter into Cooperative Agreements with non-governmental organizations (NGO)



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# Nationwide Partnerships Interagency Agreements

- Cooperative Ecosystem Studies Unit MOU (2001)  
Provide scientific research, technical assistance, and education to federal resource and environmental managers
- DoD Partners in Flight & USFWS MOU (2005)  
Outlines a collaborative approach to promote the conservation of migratory bird populations
- Interagency TER-S Research Coordination Project (2009)  
Facilitates inter-agency coordination regarding prioritization of federally-funded TER-S scientific research.



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# Nationwide Partnerships Non-Governmental Organizations

## –The Nature Conservancy (2005)

Establishes policy of cooperation and coordination between DoD and TNC to identify, document and maintain biological diversity on military lands

## –The Wildlife Society

Share expertise and training

## –Partners in Amphibian and Reptile Conservation (PARC)

DoD seeking expertise in the development of a Strategic Plan



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# Nationwide Partnerships Non-Governmental Organizations

## –National Public Lands Day (1999)

Public/Private partnership working to improve public lands and educate public about natural resource issues and stewardship opportunities

## –Bat Conservation International MOU (2006)

Creates a policy of cooperation and coordination to identify, document and maintain bat populations and their habitats on DoD installations



# Regional Partnerships

## Ecosystem Management Agreements

### –Cooperative Invasive Species Management Areas

(CISMA's) Regionally based partnership with the main goal of addressing regional invasive species issues, pooling limited resources from partner members to reduce chances of re-infestation of invasive species.

### –Great Basin Ecoregional Conservation Initiative

Characterize the biodiversity of the Great Basin Ecoregion and to develop a framework for conservation characterized by collaborative stewardship, additional research, and outreach.

### –Cook Inlet Ecoregional Partnership

Identify the number of species and amount of habitat necessary for the long term survival of all plants and animals present in the ecoregion



# Regional Partnerships

## Ecosystem Management Agreements

- Central Shortgrass Prairie Ecoregional Partnership
  - Facilitate effective and efficient conservation of native species, communities and ecological systems identified in the CSP Ecoregional Assessment
- Sonoran Desert Ecosystem Initiative (1998-2005)
  - Multi-member effort in developing an ecoregional management plan. DoD shared BMGR biodiversity management framework to other agencies and to coordinate sharing of conservation responsibilities
- Southeast Regional Partnership for Planning and Sustainability (SERPPAS)
  - SERPPAS works to prevent encroachment around military lands, encourage compatible resource-use decisions, and improve coordination among regions, states, communities, and military services.





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## Local Level Partnerships

### Installation Specific Agreements

#### –Wildlife Habitat Council (2007)

Conservation partnership implementing on-the-ground restoration activities to control and prevent invasive species. Assist DoD in restoration of pilot site to their native or historical condition.

#### –Private Lands Initiative (1990's)

A unique partnership between the Army and The Nature Conservancy in North Carolina, has as objective the engagement of private landowners in the regional protection and conservation of red-cockaded woodpecker through conservation easements.



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## Local Level Partnerships

### Installation Specific Agreements

#### –The Nature Conservancy (1980's - Present)

Small scale installation specific projects protecting TER-S and their habitats; biological inventories, management plans, and on-the-ground habitat restoration.

“THINK GLOBALLY, ACT LOCALLY”



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## Essentials of a Good Partnership

- Engagement of all Stakeholders
- Senior Level Management Commitment
- Delegation of responsibility
- Site-specific Implementation Plans
- Funding and Staff allocations
- Clearly defined roles at all personnel levels
- Training programs



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## Framework of a Good Partnership

- Build a foundation for achieving mutual goals
  - Partnerships provide a mechanism and forum to resolve or address issues collaboratively
  - Invest time and energy in building the partnership and defining goals
  - Create small but tangible benefits quickly and build upon success
  - Encourage communication at all levels
  - Capacity for partnership must be built at institutional and individual level – Collaboration works best if it is seen as a way to accomplish partner's mutual goals, is supported by higher ups and if individuals have the abilities and interest to work together.



## Framework of a Good Partnership

- Build a foundation for achieving mutual goals
  - Partnerships are more than just an agency-contractor relationship. Each partner benefits from a partnering relationship, trust and respect are fostered, and the resulting products are perceived to be useful.
  - Build and keep the trust alive through communication. Partnerships are based on trust, and effective communication is absolutely necessary.
  - Clearly defined expectations, roles, and responsibilities of each partner must be articulated (including formats and procedural data sharing)
  - Do not limit a partnership to accomplish goals in specific time frames; Give a partnership the time it needs to succeed



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## Framework of a Good Partnership

- Build a foundation for achieving mutual goals
  - Expediting project implementation or focusing on authorities and partner responsibilities within a partnership may be counter productive. Instead focus on the appropriate ecological contexts for planning and management before implementing authorities and responsibilities.



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## Framework of a Good Partnership

- Focus on results
  - As the partnership progresses, data sharing will take center stage, make sure information exchanged is practical and useful to all partners.
  - Start with sound science. When sharing data, partner and stakeholder acceptance of the data as unbiased and credible is important.
  - Build upon your success and ensure continuity of the partnership by sharing results and sharing more data.



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## Framework of a Good Partnership

- Realize that public involvement is critical
  - Transparency in the process of developing planning, management, and implementation plans will mitigate to some extent public apprehensions about how decision making was done
  - Public involvement is more than providing opportunities to comment. Creative strategies for structuring public meetings can provide more meaningful information to the agencies as well as provide a more meaningful engagement with the public
  - Outreach is a great tool and may encourage public participation

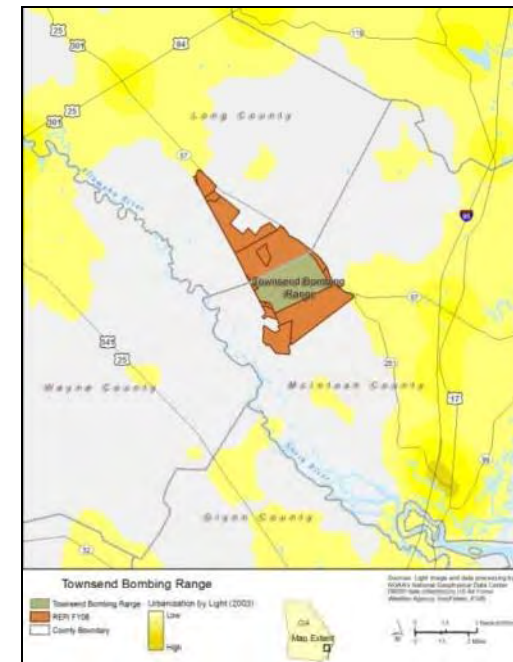
“PAINS OF PARTNERING ARE BETTER THAN  
THE JOYS OF COURTROOM LITIGATION”





## Tools

- **Geospatial Data**
  - Sharing geospatial data, maps and other decision-support information facilitates partnership development.
  - Link efforts with other stakeholders including federal agencies.
- **Toolkits**
  - Take advantage of your partner's expertise
- **Training in conflict resolution strategies**
  - Be prepared to discuss difficult topics with your new partners





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## Summary

- Partnerships are mutually beneficial relationships that enhance the institution's capability in accomplishing their mission. For DoD, partnering with stakeholders helps the military fulfill its mission and its stewardship responsibilities
  - Supporting the military mission, implementing INRMPs, ecosystem management plans, and dealing with military installation encroachment can be better managed, cost-effectively, with partners at many levels
- Lower Risk by Combining the Best of the Best



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## Summary

- Improve overall community relations with neighboring landowners.
- Partnerships have several benefits including showing transparency in the decision making process, increase effectiveness of efforts by working across boundaries, and pooling limited resources/capabilities.



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## Additional Reading

- Developing New Conservation Partnerships: Expanding Opportunities for Integrating Resource Stewardship and Mission Requirements, published in the Federal Facilities Environmental Journal, by L. Peter Boice, 2003
- DoD Environmental Community Involvement Programs at Test and Training Ranges, GAO Report D-2002-122, 2002
- Lessons Learned: Sonoran Desert Ecosystem Initiative, by Sonoran Institute and The Nature Conservancy, 2005
- Partners for Research & Resource Management on Military Installations, by Sarah G. Bishop, 1994