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# APPENDIX I: SYMPOSIUM PRESENTATIONS

## INTRODUCTION

The following are the transcripts of the California Council of Land Trusts' Regional Stewardship Symposium, held on March 8 and 9, 2017. Three themes were explored during the symposium - New Directions in Regional Stewardship (Day 1), Agency Partners in Regional Stewardship (Day 2) and Large Landscape Stewardship Collaborations (Day 2). The presentations were designed to provide a snapshot of a particular collaboration. Therefore, some project descriptions may not be as thorough as those available online through the websites of the profiled land trusts, agencies and collaboratives. The language included in these summaries is the language of each speaker and the content has not been altered. In all cases, each speaker gave a brief overview of their collaborative efforts. Presentations were followed by questions from the audience. An overview of each session and its speakers is provided below followed by the transcripts of each presentation.

### NEW DIRECTIONS IN REGIONAL STEWARDSHIP (Day 1)

Throughout California, land trusts have formed partnerships with agencies, landowners, and others to improve land management and stewardship on a regional scale. The resulting collaborative outcomes have been greater than an individual partner could accomplish alone. Fascinating stories uncover how land trusts have partnered effectively to address complex regional stewardship issues and delve deeper into the funding, leadership, longevity, and stewardship successes that sustain each collaboration. Session topics and speakers were:

Land Trust Partnerships: San Vicente Redwoods

- Richard Campbell, Save the Redwoods League
- Bryan Largay, Land Trust of Santa Cruz County
- Laura McLendon, Sempervirens Fund
- Neal Sharma, Peninsula Open Space Trust

Inter-Island Collaboration: Breaking Down Silos in the Channel Islands

- John Mack, Catalina Island Conservancy

Regional Wildlife Corridor Partnerships

- John Howell, Arroyos and Foothills Conservancy
- Cathy Koehler, McLaughlin Reserve
- Tony Nelson, Sonoma Land Trust

### AGENCY PARTNERS IN REGIONAL STEWARDSHIP (Day 2)

Federal and state agencies have long realized the value of regional collaboration to address climate change and improve ecosystem stewardship. More effective management of natural resources at a broader scale can be achieved by sharing data and information; and partnering with each other, private landowners, and NGOs on projects and planning. Five agencies discuss their regional stewardship partnership programs and their experiences working with land trusts to address large landscape stewardship challenges. Session speakers were:

- Alan Forkey, USDA Natural Resources Conservation Service
- Debra Schlafmann, US Fish and Wildlife, CA Landscape Conservation Cooperative

- Jeff Bomke, California State Parks
- James Weigand and Karen Montgomery, Bureau of Land Management
- Lynn Sadler, CA Dept. of Parks and Recreation, Division of Boating and Waterways

## **LARGE LANDSCAPE STEWARDSHIP COLLABORATIONS: DIFFERENT MODELS AND LESSONS LEARNED (Day 2)**

Throughout California, regional stewardship efforts take many forms but all have a goal of improved and more efficient resource management and stewardship. Four NGO partners share their engaging stories and discuss with the audience their regional stewardship experiences including structure and partner relationships, benefits and challenges, funding and leadership, and resource management successes. Session speakers were:

- Sharon Farrell, Golden Gate National Parks Conservancy
- Frazier Haney, Mojave Desert Land Trust
- Michael O'Connell, Irvine Ranch Conservancy
- Daniel Olstein, Peninsula Open Space Trust

## **NEW DIRECTIONS IN REGIONAL STEWARDSHIP**

### **PRESENTATION: LAND TRUST PARTNERSHIPS: SAN VICENTE REDWOODS**

**Neal Sharma – Peninsula Open Space Trust**

**Laura McLendon – Sempervirens Fund**

**Richard Campbell – Save the Redwoods League**

**Bryan Largay – The Land Trust of Santa Cruz County**

### **HISTORY AND BACKGROUND**

The Santa Cruz Mountains is a region where a number of land trusts are at work. To address conservation over this broader landscape, Peninsula Open Space Trust, Save the Redwoods League, Sempervirens Fund, the Land Trust of Santa Cruz County, and The Nature Conservancy formed the Living Landscapes Initiative in 2011. One of the first actions of these five partners was the purchase of the San Vicente Redwoods. Following the purchase of the property, Peninsula Open Space Trust, Sempervirens Fund, Save the Redwoods League, and the Land Trust of Santa Cruz County worked together to develop a structure for ownership and stewardship. Peninsula Open Space Trust and Sempervirens Fund jointly own the property in fee. Save the Redwoods League holds the conservation easement. All partners contribute financially and work collaboratively to steward the property.

### **GUIDING DOCUMENTS**

The four partners developed guiding documents that help them work together and create goals. These include a Conservation Vision, a Conservation Plan, the Conservation Easement, Conservation and Management Plans, a Tenancy-in-Common Agreement, and an Agreement on Sharing Property Costs and Net Revenues. A public access plan is under development. These guiding frameworks are crucial and referred to regularly to ensure consistency with the collaborative vision due to the number of parties working together.

- **Conservation Vision**

The Conservation Vision was developed before the purchase of the property and sets forth the overall goals and values for protection. The Vision describes seven different conservation values for the property including public access,

biodiversity, and resource protection. The Conservation Vision also sets up three land use zones; i.e. Restoration Reserve, Working Forest, and Preservation Reserve.

- **Conservation Easement**

The conservation easement protects against subdivision and extractive uses; provides guiding principles for forest management; and allows for public access, scientific study, and ecological restoration. The conservation easement also allows for timber management, the specifics of which are outlined in the Conservation Plan.

- **Conservation Plan**

The Conservation Plan was developed after acquisition, building upon the Conservation Vision, and serving as a precursor to the Management Plan. This plan is based upon in-depth ecological analysis and includes metrics to measure the success of the stewardship and restoration efforts. The Conservation Plan further delineates the land use zones and uses, identifying the areas that are most sensitive to ongoing activity. Forty percent of the property is restoration reserve, that is, areas with extremely high conservation potential that had been degraded over time, with the main objective being the implementation of active intervention. Forty percent of the property is managed for Working Forest to support sustainable timber production and a suite of complementary natural resource improvements. The Plan identifies forest management goals to achieve conservation, sets guidelines for timber harvest operations, and lays out protections for sensitive areas, species and habitats. The remainder of the property is classified as Preservation Reserve.

- **Tenancy-in-Common Agreement and Agreement on Sharing Property Costs and Net Revenues**

This Agreement divides potential projects into two main categories; Non-Discretionary and Discretionary Projects. It also divides the cost among the three partners responsible for project costs. However, The Land Trust of Santa Cruz County does not share in these project costs. Non-discretionary projects include road maintenance, invasive species, management and security. Discretionary projects include forest restoration projects. Project opportunities are identified by a core team that consists of one individual from each organization. Projects are then brought to each organization for formal approval.

## **PROPERTY MANAGEMENT**

There is a property manager who is responsible for implementing the forestry plans, resource management, and involved with the public access plan. The property manager is the hub of the partnership. Bringing in technical expertise and serving as the face of the partnership to the community.

## **LOGISTICS**

The Core Team, made up of one representative from each organization, holds weekly conference calls and monthly meetings.

## **PUBLIC ACCESS**

Development of the Public Access Plan is being led by The Land Trust of Santa Cruz County. The challenge is providing public access while ensuring protection of the property's conservation values. The Land Trust is located close to the property and is the logical connection to the local community. They have held over 125 meetings to engage the community, solicit input, and understand concerns with the ultimate goal of delivering the community's preference to the Core Team. Public access will start at a small scale being combined with monitoring and feedback to assure resource protection and adjustments to the trail map occurring over time.

## **Q AND A**

### **Were the plans prepared with consultant help?**

- Consultants helped with the conservation plan. The Core Team was involved in writing and fieldwork.

### **How do you select the Discretionary Projects?**

- For Discretionary Projects we are still developing our process and parameters for which projects to pursue and how to prioritize. We don't yet have a formal approach. Restoration is a priority because it's an objective.

### **What are unique benefits and challenges with working with four land trusts?**

- The Living Landscape Initiative is a larger collaboration that includes The Nature Conservancy that is focused on identifying regional priorities which helps each organization leverage its resources and limits competition. The Nature Conservancy spearheads the collaborative efforts of the Initiative while the donor base of each organization is dispersed.
- San Vicente is a microcosm of the larger Initiative because the priorities for the property were collectively established.
- The partnership helps smaller land trusts do more due to additional staff resources that arise out of collaboration. This project couldn't have been done without the four organizations being involved.
- The Tenancy-in-Common Agreement allows for leveraging the budget.

### **What is the relationship between the conservation management plan and the conservation easement?**

- The conservation easement sets up forest management objectives. It is a tiered set of protections. The management plan is a living document that will be reviewed every ten years.

### **Does the property manager live on site?**

- The property manager lives near the site and had worked on the property prior to acquisition. Security-wise, the property boundaries are "porous". A retired sheriff patrols the property by vehicle and on foot. There have been only a few minor issues but nothing too horrendous, except for a handful of issues which have been more severe. Having a patrol presence has reduced trespassing. Security will be reexamined as public access begins to be introduced.

### **How is infrastructure maintained – does the property generate funds or is funding coming from donors?**

- There is not enough timber revenue to cover maintenance. Any money from timber goes towards roads and culverts. Culvert upgrades are permitted through the timber harvest plan.
- The budget is complicated - Peninsula Open Space Trust manages the money and keeps things under one roof.

### **What would you do differently if you were to create your partnership today?**

- The collaboration is working due to the people involved and the guiding documents. "I genuinely enjoy the camaraderie". We communicate as much as possible in person and on the phone.
- We are fortunate that the people who started the partnership were great and the spirit of partnership was embedded in it in the beginning.
- Communication is sometimes difficult but it is essential to making things work and worth it in the end.
- Running messages "up the chain" in each organization is super important in developing "diagonal connections" across organizations so that there is transparency and communication between the organizations.

### **Do you have metrics for success of the partnership?**

- We are measuring success through development of guiding documents, plans, and the commercial timber harvest evaluation process in the conservation easement.
  - o Look at pre- and post-forest conditions.

- o Develop a monitoring protocol for restoration reserves and look at tree response.
- o Also a camera/wildlife picture photo array to look at wildlife usage over time.
- Public Access is a work in process

**Prohibited uses of the property?**

- Save the Redwoods League governs management of property through the Conservation Easement and has control over that to some extent. With discretionary projects, the League has the right to pursue projects with or without land owners.
- The challenge is relating to the conservation easement which is protective of resources but at minimum is a discussion point and could be a deal breaker for some projects
- There are several layers of protection before enforcement.

**How has this collaboration affected your organizations at a fundamental level?**

- In my observation, the collaboration has strengthened substantially over the years. More communication, more joint projects, and positive growth.
- When you think about projects, you think about those contacts in the other organizations – it’s part of the project process. We’re not forced to collaborate, we want to, it’s beneficial.

**In regards to Save the Redwoods League easements with a private owner, have you ever had property owner challenge your affirmative right?**

- In other easements, the terms are prescriptive for what it’s asking from the forest management plan.

**Is one organization fiscally responsible for the project?**

- Peninsula Open Space Trust manages the project for bookkeeping and accounting streamlining. This is part of the collaboration agreement.

**Have you contemplated climate change as an objective in the easement?**

- The Conservation Plan sets use for property. It took into account resilience and looked at projected models and places that are north-facing or at steep canyons without exposure. We took these factors into account for land use plans. For treatments they’re creating a diverse resilience for withstanding climate change.

**PRESENTATION: INTER-ISLAND COLLABORATION: BREAKING DOWN SILOS IN THE CHANNEL ISLANDS**

**John Mack, Stewardship Director, Channel Islands Conservancy**

**HISTORY AND BACKGROUND**

- The Channel Islands are located off the southern California Coast and consist of eight islands. Five islands are included in the Channel Islands National Park. The Nature Conservancy owns two-thirds of one of the five islands (Santa Cruz Island) and the National Parks Service owns and manages the rest. Two of the islands are owned by the Navy. The majority of the eighth island – Santa Catalina Island is owned and managed by the Catalina Island Conservancy.
- Santa Catalina Island - Bill Wrigley kept it until 1975 when the Conservancy was formed.
- Conservancy functions like a mid-sized national park with 200-300 miles of trails, campgrounds, a construction crew, conservation department, environmental education, fiscal administration units, guest services component, visitor center, etc. We have all the issues a park would have.
- Haven’t had to do acquisition, have been more involved in the people side.
- “Embrace the human element” - don’t just tolerate people. We want people to use the land!

## **COLLABORATION**

- Islands are insular - they go from waterline in. Working in the ocean is not insular. Island work causes a “silo effect”. But there’s a little loneliness on an island and it drives you to collaborate in a dynamic sense.

## **WHY DO COLLABORATIONS DEVELOP?**

- A shared crisis: can drive people together
- Organically
- “We should talk”

## **WHY DO COLLABORATIONS SUCCEED OR FAIL?**

- “Deficit spending” in the initial phase. Lots of people are maxed out on projects they’re doing. You are taking resources from something that needs doing and moving it to collaborative projects which could take a long time before you see payoff. While everyone understands that collaboration allows for leveraging resources, there is a lag time for results. This could be why they don’t start and/or sustain.
  - o If you’re going to enter into a collaborative relationship you need to commit and stay with it.
- Having a Standard Bearer - a “flag carrier” or someone (or several people) that drive an initiative forward; i.e. a coordinator or leader. They are pivotal for the group to carry out actions so that eventually there can be momentum.
- Alignment of Organizational Priorities. Closely align with your vision goals and objectives to enter a partnership.
- Quid pro quo: Everyone really needs to get something out of it to justify entering the partnership. Needs to be clarity here!
- A shared geography. Present local regional national global issues.

## **CHANNEL ISLANDS COLLABORATIONS**

### **Channel Island Fox**

- This collaboration developed out of a “Shared Crisis.”
- There are six species on different islands. Not known how the species got to the islands. Genetic work shows they got to the north islands and sub-speciated. Foxes on Santa Catalina Island have closest genetic link to Santa Cruz. Human intervention is most likely the case for different species.
- Institute of Wildlife Studies first started with bald eagle studies and did population tracking for the foxes on the northern Channel Islands. Starting doing this late 1980s to early 1990s and saw counts in hundreds to thousands. In mid to late 1990s the bald eagle numbers plummeted and golden eagles arrived. Bald eagles eat fish while golden eagles predate on small mammals including the fox. Resulted in the listing of the foxes under the ESA.
- The fox population on Catalina Island crashed at the same time due to the introduction of disease from raccoons and dogs.
- A team was already working on the northern islands on the response when Catalina Island started crashing.
- The team started a captive breeding program. Partners diverted a lot of funds to efforts for foxes. Players self-funded the efforts/staff/money and met regularly. Considered one of the most successful listing and de-listing of a species on the ESA.
- For more information on the Channel Island Fox recovery project: <https://www.nps.gov/chis/learn/nature/fox-saving.htm>; [https://www.nature.org/ourinitiatives/regions/northamerica/unitedstates/california/placesweprotect/saving-the-santa-cruz-island-fox.xml?redirect=https-301&s\\_intc=footer](https://www.nature.org/ourinitiatives/regions/northamerica/unitedstates/california/placesweprotect/saving-the-santa-cruz-island-fox.xml?redirect=https-301&s_intc=footer)

### **Cal State University Long Beach/Channel Islands Conservancy Conservation Collaboration**

- This collaboration developed organically.
- Catalina Island Conservancy is continuously working on wildlife and vegetation monitoring for conservation. Academic partners help out with this research immensely.

- In 2015, CSULB initiated the idea of collaborating to understand sustainability for the island and study recreation, education, hydrology, geology, wetlands, streams, and business on the island.
- Developed an MOU in February 2017.
- The Conservancy needs research; the School needs educational value. Graduate student research helps fulfill the Conservancy's goals. Now moving into implementation phase for the work.

### **Channel Islands Plant Working Group**

- “Let’s start talking” and see where it goes type collaboration.
- Plant management and rare plant species monitoring.
- The Nature Conservancy brought together land managers (NPS, Catalina Island Conservancy, and the Navy) to develop shared approaches for invasive and rare plant species.
- Islands off the coast of Mexico are being pulled into this partnership to understand broad-based practices across the archipelago.
- Came about after meeting for multiple years.

### **WRAP-UP**

#### **Why do collaborations develop?**

- Shared crisis
- Organically
- “We should talk”

#### **Why do they succeed or fail?**

- Deficit spending initially
- Organizational commitment
- Standard-bearer(s) (coordinator/leadership)
- Alignment of organizational priorities
- Quid pro Quo
- A shared geography

### **Q AND A**

#### **Did you put together guiding documents?**

- For CSULB they wrote an outline for funds and initial goals, pretty formal but non-binding.
- Island Fox group had a formal recovery plan for saving the species.

#### **Is there a meta-collaborative effort happening or a bigger vision you see emerging?**

- A big island archipelago is the overall goal to link geologically similar regions. The islands of the Californias should be the big picture collaboration.

## REGIONAL WILDLIFE CORRIDOR PARTNERSHIPS

### PRESENTATION: SONOMA LAND TRUST WILDLIFE CORRIDOR PROJECT

Tony Nelson, Sonoma Land Trust

For more information: [https://sonomalandtrust.org/pdf/plans\\_reports/1015-general-wildlife-corridor-brochure.pdf](https://sonomalandtrust.org/pdf/plans_reports/1015-general-wildlife-corridor-brochure.pdf); [https://www.sonomalandtrust.org/pdf/plans\\_reports/SLTWildlife\\_web.pdf](https://www.sonomalandtrust.org/pdf/plans_reports/SLTWildlife_web.pdf)

- In 2012/2011, when critical linkage maps were revealed, threats and opportunities became glaring.
- Submitted a proposal to Gordon and Betty Moore Foundation (also funded Critical Linkages). This set the stage for approaching the corridor partnership collaboration. This moved quickly because properties were on the market in the pinch point of the corridor. A lot of collaborations were needed for short term partnerships and relationships. There is now a big group of collaborators.
- Needs are acquisition/land management/research.
  - o Acquisition is where it starts:
    - Developed model easement templates and worked with the open space district. Through the acquisition process they created partners with local agencies such as the parks department to help preserve critical areas and made a coalition with massive public meetings. Huge effort built around the closing of a state facility in northern Sonoma valley. Community was in front to show the state how important the land was to us.
  - o Land Management:
    - Created technical advisory group of 15-18 people/biologists, etc.
    - Management and Monitoring strategy was developed.
    - Sonoma Wildlife Corridor established
  - o Research and Collaboration
    - Bay Area Open Space Council - 80 member group put together critical linkage areas for nine Bay Area counties. Engaged a lot of the agencies in the area and helped people buy into the collaboration process.
    - Critical Linkage was only a mapping exercise. No evidence animals were using the corridors. Needed to show the function of the map. This was built into other research enterprises.
    - Work with CalTrans to manage bridges passes and culverts.
    - Sonoma Land Trust did a big study of wildlife use.
    - Partnered with Audubon Canyon Ranch to study wildlife corridors.
    - Worked with UC Berkeley to study wildlife and climate evaluation.
    - Partnering with Wildlife Conservation Society to develop management recommendations for recreation in wildlife corridors, particularly pinch points.
    - Engaging the private property owners is a big big challenge. Have had progress too.

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## **PRESENTATION: ARROYOS AND FOOTHILLS CONSERVANCY WILDLIFE CORRIDOR PROJECT**

**John Howell, Arroyos and Foothills Conservancy**

**For More Information:** <http://www.arroyosfoothills.org/cottonwood-wildlife-corridors/>

- Working to address the plight/dilemma of cougars in the LA area.
- Cottonwood Canyon provided access to San Rafael hills. It's a "vulnerable choke point". The canyon is the only "island" habitat to support large mammals. CA Department of Fish and Wildlife biologists looked at it from a funding perspective. The goal was to connect to the mountains with passages for wildlife. They spent a year and a half studying wildlife corridors.
- Of the 2,200 acres studied, 508 acres are "Tier 1." A cartographer and spatial ecologist looked at the areas' critical values and ranked the areas. This is a part of the acquisition process.
- Conservancy is in early stages of partnering on these projects with National Park Service and other conservation partners are trying to get the word out about this corridor and its focal points of importance. Conservancy is going to be the hub for things like landscape planning. There is a wash from Verdugo Mountains to Griffith Park. They approached City of Glendale to create a corridor between these two areas and see if municipalities can work together.

## **PRESENTATION: MAYACAMAS TO BERRYESSA PARTNERSHIP**

**Cathy Koehler, McLaughlin Reserve**

**For more information:** <http://californialcc.org/projects/building-habitat-connectivity-climate-adaptation-mayacamas-berryessa-coast-ranges>

- Building a connectivity network is the goal.
- Working towards a "meta collaborative." This has been formed through small projects leading to a big one.
- Blue Ridge Berryessa Partnership (<http://brbna.org/>)
  - o Started in the 1990s with as a result of the closure of Homestake Mine. Original partners were Homestake Mine, BLM and one private landowner. Shortly thereafter other regional land managers joined the partnership including CDFW and the UC Davis Natural Reserve System. The initial focus was a forum where landowners got together to talk about their stakeholder issues and management/conservation issues. This proved to be of value to both private and agency landowners in the region and the partnership eventually grew to 200 members.
  - o Blue Ridge Berryessa Partnership is a forum to think beyond your own physical and conceptual boundaries, especially information gathering and sharing.
  - o Studies conducted by the Partnership analyzed species distribution; developed a conceptual area protection plan that included priority protection areas and how to connect landscape blocks. (The Bay Area Linkages Project didn't define the landscape blocks and linkage corridors in the Mayacamas area or in Lake County.)
  - o In 2010, partners in the Mayacamas region were doing a forum like Blue Ridge Berryessa and doing finer scale study of linkage areas in their county. Developed a detailed analysis.
  - o BLM holds a lot of the landscape blocks and wanted to maintain ecological health on a broad-based scale. In 2013, after the Bay Area Linkages Study came out, Pepperwood Preserve and the Mayacamas and Blue Ridge Berryessa groups started collaborating. Money from USFWS was set aside for California Landscape Conservation Collaborative (CaLCC), which is now supporting the forming/inception/growth of the Mayacamas to Berryessa Connectivity Network. (See CCLT Regional Stewardship Symposium notes for March 9, 2017 for more information about the CaLCC.)

- o First meeting was last November 2016. Working to understand area of focus and defining relevant linkages/corridors between sites.
  - Approximately 2.9 million acres.
  - Pepperwood Preserve is the hub but other members include BLM, Blue Ridge Berryessa Partnership, land trusts, UC Davis, Audubon, Sonoma County, etc.
  - Determining who else to pull in for analysis.
  - UC Berkeley analysis is computer-based using species assemblages and natural area definition.
  - Realistically identifying corridors takes the people on the ground to identify certain important areas.
  - Technical expertise and local knowledge is super important for implementation. Starts small for fine scale analysis.

## **Q AND A**

### **What are the qualities needed in an effective collaboration facilitator?**

- John: For wildlife corridors there is a challenge in engaging with jurisdictions to make it happen. Need an impetus before the project takes on a life of its own; before it takes off.
- Tony: Need a standard-bearer, if that person leaves, the project can die. Whoever the person is they have to be willing to raise difficult issues. Corridors conflict with land uses and desires of people. You have to be willing to do that if you want to be successful.
- Cathy: Person acting as the hub is super important. Need to think about how all of the partners have personal stakes at hand. They need to work with individual partners and remind people why the project is important and what they get out of it.
- Cathy: The greater partnership is good for a discussion forum and having value in touching bases. Realistically entire group can't be productive. Need small groups and small projects contributing to overall project.
- Tony: Give credit to people and what a great job people are doing in the partnership. To the extent you can, find the person in each organization that has a personal interest in the project. There needs to be investment to get them resources and work with them.
- Cathy: As individuals come and go, if there are enough stakeholders that are engaged in talking to each other, the project will see itself out, people will eventually work together.

### **In the course of planning and evaluation, have you had pushback or found resistance on projects or planning, and how did you deal with that in your process to move forward and get your result?**

- Cathy: From the larger partnership standpoint, the Blue Ridge Berryessa Partnership, it is 800,000 acres but there isn't a public document. Thankfully the land owners in that bigger area don't have a reason to feel threatened. From the individual conservation group standpoint, they have the ability to do purchases/easements. They don't talk to land owners until there's a reason to.
- John: At the outset of a corridor, PR is a big part of effort. Communities don't know about the issues so there is no cause for concern right now. Have to push interest in communities over the long term effort. Homeowners can be approached too. One thought they have is the need for doing more scientific analysis to present to these communities/homeowners. Going to key places and properties to do research.
- Tony: We created pamphlets that highlighted the importance of wildlife corridors and preventative measures for how community can help. Sent to over 200 landowners in the corridor. Have not gotten negative pushback. Community meetings didn't have lots of turnout. Smaller meetings at houses have been more successful.

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## AGENCY PARTNERS IN REGIONAL STEWARDSHIP

### PRESENTATION: REDWOOD STATE AND NATIONAL PARKS PARTNERSHIP BACKGROUND

Jeff Bomke, California State Parks

- In the 1920s, the state of California established three state parks in the northern California redwoods in collaboration with Save the Redwoods League. In the 1960s a national park was established in the redwoods.
- In the 1990s, State Parks and NPS established a formal agreement to work collaboratively to manage these parks. An MOU allowed for efficiency in working together to share resources. Liaison positions were established between agencies that had decision-making authority. Daily communication occurred to determine how the partnership would work. That was the agencies side of it.
- Save the Redwoods League acquires land through a conservation program that saves redwood ecosystems. Both State Parks and NPS felt that after 22 years of coordinating, they still needed to improve ecosystem restoration on a bigger scale. Thinking regionally and globally.
- There is now a new collaboration between Save the Redwoods League, State, and National Parks to focus on redwood ecosystem restoration. The partners are in the process of developing a mission and vision statement and determining where each organization can find a “win.” The organizations will seek funding resources to meet their joint priorities.

### PRESENTATION: REGIONAL CONSERVATION PARTNERSHIP PROGRAM (RCPP)

Dean Kwasny, USDA Natural Resources Conservation Service

- NRCS works with many people to conserve property. The Regional Conservation Partnership Program (RCPP) can be used with land trusts to scale up their conservation work. The RCPP came out of 2014 Farm Bill to design a program to give local partners the flexibility to build conservation programs from the ground up. Funding is awarded through a competitive grant program addressing resource concerns in a geographic area; e.g., watershed, landscape feature, political boundary. Example projects include the Salton Sea Authority Project that focuses on ecosystem restoration and the Intermountain West Joint Venture that focuses on protecting mountain meadow environments.
- One of the main RCPP projects is the Sierra Valley Regional Conservation Partnership Project.
  - o Prior to the Sierra Valley RCPP, there were lots of small conservation projects and easements in the area that involved multiple groups but none were coordinated. Projects were piecemeal and people were competing for money.
  - o Those involved developed a partnership for the Sierra Valley Project. It wasn't funded on the first go round, but funded in 2015. On the second funding try the partnership repackaged their proposal and showed they understood NRCS process.
  - o Received ag easement program dollars for land conservation projects that could include restoration practices.
    - Land conservation in tandem with agricultural management planning.
    - Key was it being built from the ground up.
    - Lots of technical assistance for people who enter the program.
    - Outreach was key to get landowners involved.
    - The partnership also sought other funding partners in the state that could match NRCS dollars; e.g., Department of Conservation.
    - NRCS committed \$9 million for 26,000 acres.

- o Benefits:
  - Sharing resources and reducing costs.
  - Appraisals done all at once.
  - When you pull the groups together you build cost saving resources from different people with different strengths.
- o About 15 projects upcoming in Sierra Valley. Really good model that could be applied to other areas

## **PRESENTATION: CA LANDSCAPE CONSERVATION COOPERATIVE**

**Debra Schlafmann, US Fish and Wildlife Service**

**For more information:** <http://californialcc.org/>

- Landscape Conservation Cooperatives are a Department of the Interior initiative designed to give resource managers across all federal land management agencies better applied science for on-the-ground decisions. It encourages thinking at the landscape scale as new projects are created.
- The California LCC (CaLCC) is a partnership between public and private resource managers and scientists. A Steering Committee includes representatives from around California and guides the development of conservation science where it influences a large area in a landscape.
- CaLCC started in 2010 and has funding for projects to provide science for decision making.
- One of its projects is the Climate Commons Project (<http://climate.calcommons.org/>) that helps consolidate information on climate.
- CaLCC identifies disseminates information so projects on-the-ground help prevent and/or deter future negative conditions.
- National Marine Sanctuary partnerships helped create workshops with science and scientists to define what are the habitats and at-risk areas as sanctuaries expand? How do you identify practices that help support these areas?
- Focus on landscape scale and paring it down to the small local level.

NOTE: The CaLCC recently funded the Mayacamas to Berryessa Landscape Corridor Project (see CCLT Regional Stewardship Symposium Day 1 notes for March 8, 2017 and BLM notes below).

## **PRESENTATION: BUREAU OF LAND MANAGEMENT**

**Karen Montgomery**

- BLM has 80 wilderness areas, 6 monuments, many miles of trails, and other resources in CA.
- BLM is the “bridge builder”. It can work within or outside units and link corridors.
- BLM works frequently with a partner to complete the massive volume of work BLM needs to accomplish. There are efficiencies in working together; e.g., appraisals.
- LWCF is big money.
- There are different ways to look at projects.
  - o First is core projects within BLM, inside and adjacent to their units. Recreational access and public access has gained new funds for that purpose specifically.
  - o Third collaborative with Department of the Interior and Department of Agriculture addresses land and water issues at a landscape level.
- Current Collaborative Projects
  - o Rivers and Redwoods project

- o Carrizo Plain lands have been acquired by BLM.
- o Sand to Snow National Monument has lots of partnerships because it's a designated monument.

## **PRESENTATION: BUREAU OF LAND MANAGEMENT**

**Jim Weigand**

- Mayacamas to Berryessa Connectivity Project
  - o Funded by the CaLCC last year.
  - o Why does this connectivity project benefit the BLM?
    - The project has to do with conserving and enhancing landscape connectivity, especially, as an adaptation strategy for climate change. In the past, the BLM has undertaken large eco-regional assessments in places where BLM is a dominant land manager; i.e., Great Basin, Mojave, and Sonora Deserts.
    - The Connectivity Project is different for the BLM. In this region, the BLM is not the dominant land manager. Many times, the BLM properties in populated areas in CA are fragmented. Similar to the Inter-Coast range, Sierra Nevada, and South Coast, the BLM has relatively small land holdings but these lands hold lots of conservation value. How do we increase ecosystem services and societal benefits from small fragmented lands?
    - The Connectivity Project is important because the agency and its partners in the Project are in a learning mode.
    - Due to the location of the Mayacamas to Berryessa landscape, talented people in Bay Area and Sacramento region can contribute to this project including USGS scientists, University of California faculty, UC Natural Reserve System researchers, independent research organizations like Pepperwood Preserve and Audubon Canyon Ranch, and local land trust staffs.
    - A key feature in this region is energetic land trusts who work piece by piece to craft conservation landscapes. Private landowners in the region also see value of their private lands being part of larger landscape.
    - Berryessa Snow Mountain National Monument, proclaimed by President Obama in 2015, is part of this landscape. Four huge fires occurred here within the same year that transformed the landscape.
    - People from all the aforementioned organizations are coming together to address multiple issues and challenges in designing a “fire resilient” climate-adapting landscape that promotes connectivity for wildlife and habitats and secures species populations.
    - Pinch points, linkages, and corridors are key issues for landscape design for connectivity and adaptation.
    - Also, connecting people to the landscape is a critical element for success. Mayacamas to Berryessa is a home for people in a very inclusive way.
    - Multiple partners are focusing on creating a common database for the area to use in conservation and adaptation planning.

## **PRESENTATION: CA DEPARTMENT OF PARKS AND RECREATION, DIVISION OF BOATING AND WATERWAYS**

**Lynn Sadler, CDP, Division of Boating and Waterways**

- Non-traditional partnerships and land trusts.
- Water is used as scenery in a lot of planning projects but it can be used as an asset beyond that.
- In Modesto, there was a local park with water access. It was noted that within the community there was a fear of water that stemmed mostly from a lack of education. In order to provide water access they needed to build a constituency.
- You can do anything with enough people. The department worked to make water safety “cool” through baseball programs with 5th graders. The area needed an aquatic center and supporting resources surrounding water use and a police station for a lower income community.
- Department of Boating and Waterways pays for boat facilities, aquatic centers, and lessons. Aquatic Centers provide PE classes for schools. Lots of aquatic centers can support recreation degrees by providing internship credits for students.
- When you have facilities that are relatively defined, it keeps people off sensitive land where you don’t want them and puts them where you do want them.
- Water trails is another component of the Division.
  - White water rafting trails.
  - Lake Tahoe has water trails that arose organically but restaurants in Tahoe found that an access easement to the lake brings in business. It’s a mutually dependent relationship.
  - Lake Almanor water trail was developed with Sierra Foothills Conservancy.
  - In the Delta, mapping of water trails shows people where they can and cannot go!
  - In Humboldt Bay, the Division helped fund restrooms and pump out stations, aquatic centers, and law enforcement support.
- Need to look for non-traditional partners to build a constituency.

### **Q AND A**

**On BLM lands in the Mayacamas to Berryessa Corridor are there current active projects?**

- Yes. We need to create a mosaic-like vegetation pattern that mimics the conditions for smaller less intense fires to reduce future high-severity fires. Because all of the landowners have experienced these fires, they know connectivity across property boundaries is crucial for a desirable future. The BLM also has an assistance agreement with UC Davis to mine historic data sets for developing GIS databases to assist in analysis for the Berryessa Snow Mountain National Monument management plan. It also has an agreement with Pepperwood Preserve to undertake field studies and provide technical assistance for wildlife camera trapping.

**How formal/informal are your partnerships?**

- BLM: Memoranda of Understanding (MOUs) are concise statements of common interests between the BLM and partners. A letter of intent at the start lays out who is doing what but it’s mostly informal. In the Mayacamas to Berryessa they have a formal MOU with the UC Reserve System and with UC Davis for undertaking management for adaptation to climate change.
- NRCS: Hybrid of both. With money involved it’s more formal but for the most part more casual.
- State Parks: More formal between the state and national parks but partnerships with local agencies in surrounding areas are informal.

- LCC: The agreements are formal if there is money. There is a charter that describes expectations from members and expectations of partnerships.
- Lynn: We have formal partnerships but often stitched together, not really restrictive. Partners can do what they want but you have to collaborate to your advantage. Each different area does it in different ways, encourage to not fit a template because you're trying to let each particular region accomplish the goal of using water to get from here to there.

**Do you find it is limiting if people leave the agency or partnership?**

- Employees get an orientation to describe the partnerships.

**For the Sierra Nevada project, was there difficulty in getting private investors to the table for discussion in that region?**

- Deborah: US Forest Service works off of litigation and had a lot of local interest. They knew they needed to revise their plans and used the opportunity to revise them. It made it easy. They had facilitated discussions before they actually met. Preparation before coming face to face and are ready to work together worked well.

**Are the roles of coordinator and facilitator beneficial?**

- Lynn: Essential, you need that one person to create cohesion.
- Karen: At BLM four agencies came to the table with different missions, trying to build landscape proposal. We struggled somewhat because there was not a designated facilitator.

**How do you address requirements for funding and addressing specific concerns of the region?**

- NRCS: The Sierra Valley Partnership has been approaching donors and state funding agencies. They came to NRCS as a group to present a scaled-up project with tens of thousands of acres. There is also an economy of scale for NRCS as well in approving grant funding - it's consolidated. They can approve a lot of projects at the same time and move money out the door. Funding for land conservancy staff came primarily from private foundations, not public funding.
- Lynn: We frequently get bogged down in the process.

## **LARGE LANDSCAPE STEWARDSHIP COLLABORATIONS**

### **PRESENTATION: TAMALPAIS LANDS COLLABORATIVE**

**Sharon Farrell, Golden Gate National Parks Conservancy**

- Golden Gate National Parks Conservancy works with the National Park Service. Golden Gate National Recreation Area is the primary park funded by the Conservancy.
- The Tamalpais Lands Collaborative consists of the Conservancy, NPS, State Parks, Marin County Parks and Marin Municipal Water District.
- Conservancy is the backbone for administration, coordination, facilitating, fundraising and communications.
- Many of the agency field staff had been working together for thirty years.
- Impetus for Collaboration: In 2012 there was a desire to save State Parks. keep them open, and do resources stewardship. The leadership of the five organizations looked at the entire mountain in 2013 and created a memorandum of understanding addressing resource sharing and funding arrangements.
- Focus of the Collaborative is restoring ecosystems mountain-wide; building sustainability around visitor use and access, increasing philanthropy, and the volunteer base.
- Structurally the Tamalpais Lands Collaborative is a land stewardship partnership because the scale of the projects is so much larger than any individual organization can handle.
- Recent Projects: Created a baseline assessment mountain-wide and who is doing what on the mountain. Looked at 40 years of data for four agencies to establish key indicator resources.

## **PRESENTATION: MOJAVE DESERT LAND TRUST**

### **Frazier Haney, Mojave Desert Land Trust**

- Early partnerships in the CA Desert involved broad scope of agencies and nonprofits.
- 25 million acres in the CA desert.
- Key partnership is with BLM. They are historically understaffed, underfunded, and public servants need to be congratulated for working on behalf of citizens.
- Creating sense of pride around a monument and resource management plans.
  - Mojave Trails National Monument – developed the sign, held a ribbon cutting PR event, hosted a graffiti clean-up event, including, cleaning the entry rocks to the monument. Additional graffiti occurred following the clean-up event which solidified the community partnership because people had built a relationship with the land through the stewardship activity.
- Partnership is essentially forming a relationship between the people and the land.
- Huge amount of private land still in the desert.
- Half of the wilderness in CA is located in CA Desert Wilderness Areas.
- Two other programs address the monuments in new capacities.
  - Grant funding for surrounding wilderness areas created larger protected areas.
  - Integrating businesses in surrounding areas to get buy-in with community, make people feel proud and create a constituency.
- Public lands are core of wildlife connectivity.
- Launching a conservation seed bank and nursery in Joshua Tree to better understand what plants are there. Will transfer to BLM and park service. Landscape resiliency in planning, can do on private land and getting seeds from people.
- Partnerships with groups that wouldn't normally have access to the outdoors. Help build trailheads into monuments with community.

## **PRESENTATION: SANTA CRUZ MOUNTAINS STEWARDSHIP NETWORK**

### **Daniel Olstein, Peninsula Open Space Trust**

- This is a young partnership formed in 2015. Catalyst was Sempervirens Fund. Pulled together nonprofits, agencies, extended to schools, and large timberland owners; i.e. Big Creek - a family business with a working redwood mill within the region.
- Unique because it created a positive dynamic for collaboration.
- Had facilitation for the network over the two year process. Started it off by building relationships. The network is based on really strong relationships between representatives from each organization that is a part of the network.
- Projects within the network are an evolving process. At each gathering they spend an hour sharing specific projects that could be of interest to other members or where they need help from another network member to get a project off the ground.
- Santa Cruz County hired a new park director at the same time that network got started. Nineteen different agencies and organizations in the partnership. Thought about how they can leverage relationships beyond the network to extend and influence the complexity of stewardship.
- They're launching spotlight stewardship to extend the impact and influence of the Network within the region by exposing people outside of the network; e.g., politicians, NGO's, county planning, county sheriff's office, to the importance and complexity of the issues facing those who steward the lands and unique resources of the region.

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## **PRESENTATION: PENINSULA WORKING GROUP**

### **Daniel Olstein, Peninsula Open Space Trust**

- 10 year partnership among land management agencies, originally 6 partners now 7.
- Informal.
- Lots of turnover in the groups. Three years ago they brought in facilitator to ask what the partners wanted the partnership to be. Developed a new MOU.
- Recent work has focused on trails.
- Land managers are thinking how organizations involve and engage to reflect changing demographics of the region and state to offer opportunities for recreation closer to where people are living that are more accessible.
- The group supports conservation and wants to be able to maintain that support for the Peninsula Trails Initiative.

## **PRESENTATION: IRVINE RANCH CONSERVANCY**

### **Michael O'Connell, Irvine Ranch Conservancy**

- Works on nearly 50,000 acres of historic Irvine Ranch in Orange County. Partners with public landowners to steward and provide public enjoyment of protected natural lands.
- Irvine Ranch Conservancy was founded in 2004 to ensure that the entire landscape of protected lands was managed to the highest possible standards, regardless of ownership. A formal collaboration such as a Joint Powers Authority has not been possible to date.
- To ensure consistent management across the landscape, the Conservancy has developed bi-lateral partnerships with public landowners, which allows the organization to be a common thread for management consistency and quality in the landscape.
- There are limitations to an informal network when institutions aren't required to participate or don't have formal obligations. Fortunately, most of the land is also enrolled in the Orange County Central and Coastal Natural Community Conservation Plan, which provides a baseline level of management expectation. The Conservancy has been able to build on this with their partnerships with landowners.
- The Conservancy's role has been sustainable to date because of the long term nature of their management agreements and the associated funding. However, these agreements are inherently subject to political and budget considerations by the landowner partners. In addition they are operational agreements and only indirectly support the network function of the Conservancy. Funding specifically for capacity to support the network is extremely difficult to obtain.

## **Q AND A**

### **What is the value of partnerships?**

- Daniel: Santa Cruz Mountain Stewardship Network has been focused on building long term relationships, has authentic conversations both one-on-one and sharing in a group setting. Additionally, they were pushed to have hard conversations over issues of trust between organizations and the entire group there. Really serious about making the space and time for these was critical.

### **How have you dealt with changes in leadership?**

- Sharon: Charting the next hundred years is difficult. Create a culture that understands the value of the collaborative and how it may or may not work. As we began to collect info, materials, documents and goals, we made simple binders that have key documents within it. There are buddies assigned at the Executive Committee and Working Group levels. Executives can come in without established relationships and the buddies help people become familiar with the Collaborative. This also builds capacity and support for a new member.

### **Why is it worth the time to work in collaboration?**

- Michael: No one entity is good at everything. One organization may be good at land science and management and not so good at public safety. A good network is one that puts organizations together that can bring the best of what they each do to the table and the whole is greater than the parts. It's important to be intentional about identifying who does what best and not get territorial.
- Sharon: Formal documents give people permission to collaborate. You gain more by having a formal agreement.
- Frazier: Collaboration helps leverage resources. It also helped us understand the community, increase membership base, and rethink how our organization helps the community become involved. Want to involve diversity in community and trying to engage with people's mission is totally important in diversity action.
- Everyone has a day job and this is adding to your day job; the collaboration has to add value to your life, your agency, and your culture.
- If you can have a partnership become part of the culture of your agency it can become sustainable.

### **What types of funding did you receive and what resources and time did it take for your collaborations to come together?**

- Sharon: We created a business plan to guide long-term fundraising and sustainability. Be able to articulate why there is value to the partnership in a land management context. Funding to actually sustain a collaboration is the most difficult part of a partnership.
- Michael: The biggest impediment for network development is funding for capacity to manage and coordinate networks. There is lots of funding for projects but getting funding to build the capacity to create the partnerships that lead to those projects is so much harder. Part of it is that there is a skewed notion of what are effective "measures of success" for that kind of capacity and a lot of funders' focus on quantitative metrics for everything. It's easy to measure 100 kids on a nature hike. It's a lot harder to measure the work it takes to put together the partnerships that may lead to 1,000 programs for 100 kids each. This capacity is essential to create the network but it's not sexy. One of the things that worked in our case was that our initial private funding allowed us to focus on developing those relationships and partnerships, which has in turn led to major funding for projects and programs from other sources. Without that initial visionary funding for capacity and partnership building it could never have been turned into ongoing support for management services.
- Frasier: Foundations provided funding for the monuments effort and public lands in general, aligned with a lot of interest groups. We held a Stewardship Lands Day with a bunch of groups in the monuments who came together to do road restoration because each organization's goals and values were aligned with those of the other groups.
- Daniel: Study other models for funding networks over the long term. What are examples of funding for network participants?

### **How can we make a stronger case to funders about the need for facilitators?**

- Daniel: Encourage large landscape collaboratives to exchange information.
- Sharon: Going to the same foundations and see how they are positioning their conversations and looking into the future. We might need an entrepreneurial way to sustain collaborations. A number of us just got together to introduce each other and realize there's so many areas of collaboration with barriers that we all have in common. If we can get together and be deliberate about addressing actions going forward, we can use combined intellectual capacity to establish priorities and communication to elected officials. Need to have deliverable items to come out of the work together. You want results.
- Michael: This is a different kind of philanthropy than people are used to. A new school of investors that are willing to risk money in return for an idea. Like venture capitalists but with philanthropic purposes. There is merit to that because people who are wealthy and willing to contribute philanthropically are generally in that position because someone took that risk for them. It's a new mindset and a new element of philanthropy.
- Frazier: Provide pilot projects for funders showing the success of the network. Having good examples to show what happened when we worked together is awesome.