BALCONES CANYONLANDS MSCP

BACKGROUND	
History	The Balcones Canyonlands Coordinating Committee (BCCC), which manages the Preserve created by the Balcones Canyonlands Conservation Plan (BCCP), was established by an Interlocal Agreement between the City of Austin and Travis County in August 1995.
Mission/Purpose	The 2002 Strategic Plan for the Balcones Canyonlands Preserve program identifies four goals, in order of priority: Manage the Balcones Canyonlands Preserves (BCP) in a manner that protects and enhances the regional Balcones Canyonlands Conservation Plan Endangered Species Act, section 10(a) permit. Provide outreach through education and research to enhance the understanding of the BCCP permit and its goal to internal and external customers. Manage City assets in a fiscally responsible manner. Manage Balcones Canyonlands Preserves to protect and enhance habitats for listed species, species of concern, and to preserve the natural heritage of preserves.
Type	**Government committee**, created under Section 791.013 of the Texas Government Code, as an instrumentality of the City of Austin and Travis County in implementing the BCCP.
Area	More than 500,000 acres in Travis County, TX. 8 endangered species,2 migratory songbirds and 6 karst invertebrates, plus(27 species of concern.
Partners	Permit-Holders—City of Austin and Travis County Other (Land Owners & Managers) Travis Audubon Society Lower Colorado River Authority (LCRA) The Nature Conservancy of Texas Numerous other smaller private landowners. Other (non-Land Owning)—U.S. Fish & Wildlife Service (USFWS) LCRA is the only partner to have formalized its roles and responsibilities under the BCCP through adoption of a Managing Partner Agreement (MPA) with the City of Austin and Travis County. While other partners holding land within the Preserve are responsible to the USFWS directly for management and monitoring actions, the LCRA, through adoption of the MPA, agreed to manage its lands to the same standards as the permit requires of the City and the County. In return, the LCRA received "mitigation banking credits," which provide for development of LCRA land and thus allow for incidental take of endangered species. There are 27 cities in the Plan's area; 2 are now drafting formal MPAs with the City of Austin and Travis County, who will continue to remain the only 2 entities holding a permit from the USFWS. It is expected that even more cities within the Plan will desire to join the BCCP through MPAs with the City of Austin and Travis County, as they begin to recognize the benefits received from "mitigation banking credits." The roles and responsibilities of other land-owning entities with respect to acquiring, administering and managing preserve lands have been spelled out in separate MPAs, adopted directly with the USFWS.
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Balcones Canyonlands Conservation Plan (BCCP) Coordinating Committee (BCCC)
Duties & Responsibilities	Oversees policies and administration of the BCCP and acquisition and management of the preserve. Reports to Travis City Council and Travis Co. Board of County Commissioners. The BCCC has authority to make decisions on issues as defined in the Inter-local Agreement (IA). If any decision goes beyond the scope of the committee's authority as defined by the IA, the decision must then be reviewed and approved by the Austin City Council and Travis County Board of Commissioners as a change in the IA. For example, changes to the fee structure must be approved by the City and the County.



	Generally, the City Council and County Board of Commissioners have not become involved in BCCP issues prior to review and recommendation by the BCCC, instead leaving the policy-making process to the BCCC, with occasional exceptions. The Preserve's annual budget must be approved by the City Council and County Board of Commissioners.
Composition	Voting members (2): • City of Austin (one member of the City Council, or the Mayor) • Travis County (one member of the Board of Commissioners) Non-voting ex-officio member (1): • U.S. Fish and Wildlife Service (USFWS), which is usually the Austin Field Office Supervisor. Responsibility is to ensure that BCCC's actions are aligned with the goals and objectives of the permit. The Coordinating Committee Chair generally rotates annually between the voting members.
Appointment	1 year term; reappointment is possible.
Meeting Schedule	Committees meet quarterly, though any Committee member may call for additional meetings. Scheduling regular meetings has been difficult, because the committee members are so busy.
Committees	**Citizens Advisory Committee (CAC)** • Provides review and oversight of implementation of permit terms and conditions, by studying and making recommendations on issues of special concern to the Committee, and by providing a forum for public input. Currently soliciting public comments on draft revision of Land Management Plan, a process which occurs every 5 years. The committee annually revisits the fee structure issue, an issue which usually provokes strong discussion. • 11 members represent diverse interests: o Business community o Landowners o Recreational/user groups o Conservation organizations o Representatives from the City of Austin's Boards and Commissioners • 3 committee members are appointed by each of the permit holders (City of Austin and Travis County), one member is appointed by the Managing Partner (LCRA), and the remaining appointments are made by consensus. The City of Austin's appointments are representatives from the City's Parks Board, Environmental Board, and Water and Wastewater Commission, while the County's appointments come from a broad variety of public interests. • Initially, the committee dealt with the issue of how much public access should be allowed on preserve lands; thus most of the initial participation in the committee came from user groups. As these issues were resolved, however, there was less interest from the user groups to stay actively engaged, and over time the structure of the committee has changed, with the last major revision in 2003. Now, appointments are more representative of the general public. • The committee has a self-determined policy that should there be a sharp disagreement between a majority and minority on the committee on an issue, the minority can present a minority opinion report to the BCCC. In practice, any disagreement among committee members has yet to necessitate such a report. **Scientific Advisory Committee (SAC)** • Advises BCCC on species management, land management plans, and other issues. The SAC reviews and provides constructive feedback on research data, monitoring results, guidelines for experimental access areas, and Management Handbook protocols. Other responsibilities include research grant proposal assistance and assistance in identifying researchers and subject matter experts from the academic and land management communities. • 5 scientific experts appointed by consensus of the BCCP partners to the SAC Executive Committee to serve 2-year terms.



	• The SAC Executive Committee seeks out additional professionals, which make up the SAC Resource Members. • Initially, the SAC had 25 or 30 members, all recognized experts in various fields. In practice, however, such a large committee became too difficult to maintain. • Generally, the SAC doesn't take sides in policy disputes; rather, they examine the scientific data and report information based on hard science. If the SAC weighs in on policy issues, it only does so by providing strict scientific information.
Public Notice	Texas state law requires the advance public posting of meeting times, locations, and agendas.
Voting	A unanimous vote is required to enact motions, because there are only 2 voting members.
Compensation	none
Legal Counsel	The City and County both have in-house counsel; the BCCC does not have its own counsel.
STAFF AND FACILITIES	
Total Staff	Dedicated employees of the various participating agencies (see below)
Executive Director	The Chief Administrative Officer for the BCCC is the Coordinating Committee Secretary, usually a City staff member, but position may rotate between City and County staff.
Other Staff	**Travis County:** Travis County relies upon the Natural Resource Program's professional land management staff and County Park staff to provide operations, management, and law enforcement for County-owned BCP tracts. However, the county's Wild Basin Wilderness Preserve is managed under contract by the non-profit Committee for Wild Basin Wilderness. • *Responsibilities:* Travis County staff administers the BCP Public Participation Process by issuing Participation Certificates for cooperating landowners. Funds collected through the sale of Participation Certificates are then distributed quarterly to Travis County and the City of Austin, to acquire preserve land. **City of Austin:** BCP areas are managed by 10 FTE dedicated staff, from the Austin Water Utility's Wildlands Conservation Division. Operations on 7 tracts are still managed by Parks Department Operations Division (particularly those parklands designated for the preserve), while the BCP staff in the Wildlands Conservation Division manages protected species and habitat and other BCP permit responsibilities on these tracts. The Austin Water Utility Water Treatment Division manages operations on 2 tracts associated with water treatment plant sites, while the BCP staff in the Wildlands Conservation Division manages habitat for protected species and other BCP permit responsibilities on these 2 tracts. Additionally 3 staff positions for the division's Water Quality Protection Lands (WQPL) program have collateral duties for BCP, while BCP staff have collateral duties to support WQPL. • *Responsibilities:* The City of Austin's BCP staff administers the Capital Improvement and Infrastructure Development project mitigation credit system. **Lower Colorado River Authority (LCRA):** Management of all LCRA preserves are the responsibility of LCRA's Department of Parks and Conservation Services (PCS), which has natural resources managers, biologists, watershed planners, and park maintenance crews. Other LCRA staff assist as needed, including Rangers who patrol preserve properties. The LCRA's Westcave Preserve is leased under a 99-year contract to the Westcave Preserve Corporation and is managed by personnel from that organization. **The Nature Conservancy of Texas:** Barton Creek Preserve has onsite management staff. **Travis Audubon Society:** Maintains 1 on-site Steward. **Other:** Mitigation lands held and managed by private sector developers, municipal utility districts, and other entities are managed under the terms and conditions prescribed by the USFWS Section 7 or 10(a)1(b) permits **Specific Positions:** • **BCCC Secretary**: appointed by the voting Committee members from City or County staff; in practice, the position has been with the City for some time. Provides administrative services for the Committee for a term of 2 years. The

	Secretary's duties include negotiation and oversight of contracts, execution of contracts upon authorization by the BCCC, assuring that Participation Certificate Sales proceed in accordance with established policies and with the Permit, authorization of payments, oversight of the Operating Fund and mitigation bank, policy and plan amendment recommendations, land management compliance recommendations, and development of administrative guidelines and reports to the Coordinating Committee. Additionally, the Secretary prepares a proposed annual budget, a comprehensive annual land management report to be submitted to the BCCC, the City and County, and USFWS, and prioritizes, reviews, and authorizes research on species of concern pursuant to BCCC guidelines. • **BCCP Coordinator** (County): handles the public participation process for the County; he reports to the County's member of the Coordinating Committee. • **BCCP Coordinator** (City): similar to the County's BCCP Coordinator.
Science Advisors	Scientific Advisory Committee.
Facilities Location	No central administrative location; rather, County and City staff responsible for Preserve management are consolidated with other County and City staff. The Wild Basin Preserve, owned by the County and managed under contract by the non-profit Committee for Wild Basin Wilderness, has its own onsite building. The Westcave Preserve, owned by LCRA but leased to Westcave Preserve Corporation, houses its principal site manager on the property.
Work done in-house or contracted out	Most work done in-house by City and County staff. Exceptions: County's Wild Basin Wilderness Preserve is managed under contract with a non-profit group. Some survey work, scientific review, or other reports or projects are contracted out. Habitat restoration work is contracted out, because the City and County do not have the necessary heavy equipment.
FUNDING	
Start-up/ one-time costs	All staff are internal to the City and the County, thus there were little or no start-up costs.
Revenue/ Expenditures	**Travis County:** 3 major sources of funding: 1. general fund, which comes from property taxes 2. fees that land owners who have contributed mitigation lands and conservation easements are required to pay the County in exchange for management of their land. These first two sources pay for current management and monitoring activities. 3. tax benefit financing—a portion of the *existing* property taxes that owners of property triggering BCCP compliance pay goes into a fund which is used for land acquisition. Money from tax benefit financing *must* be used for land acquisition *until* the County meets its acquisition obligations under the USFWS permit. When all needed land has been acquired, the County can begin using the tax benefit financing money for monitoring and management. **City of Austin:** Originally, funding was provided for the City of Austin's BCP land management from drainage fee revenues (2% of the annual fee collections). However, since responsibility has been transferred to the Austin Water Utility, by 2007 the City's BCP preserve management will be funded through water utility revenues. The Westcave Preserve receives revenue from guided tour fees, grants, donations, and from a proposed endowment for future operations expenses. Funding for the Travis Audubon Society's (TAS) preserve is derived in part from deer lease fees, donations, and a permanent endowment fund. Additional funding for land acquisition comes from federal Section 6 grants, which are then leveraged at a minimum rate of 25% with the tax benefit financing money to acquire land. From 1997-2004, Travis County (and the City of Austin to a lesser extent) received USFWS Land Acquisition Assistance Program grants each year, for a total of $41,148,794. The amount each year ranged from $14,140,000 in 2001 to $1,000,000 in 1997.



	FY 2004 Revenues:
	• $3,375,000: USFWS Land Acquisition Assistance Program awards
	  o required minimum 25% local match ($1,125,000) = $4,500,000 total
	• $3,099,876 from Travis County's Tax Benefit Financing Plan
	• $255,399 from sale of Participation Certificates
	• $123,750 from USFWS directed mitigation payments
	FY 2004 Acquisition Expenditures:
	• $23,982,608: expended by Travis County for fee simple land acquisition
	  o The City of Austin has already met its land acquisition obligations and is not currently pursuing additional acquisitions.
	FY 2004 Management Expenditures:
	• $540,088: City of Austin (Austin Water Utility's Wildland Conservation Division)*
	• $493,170: Travis County (Natural Resources program)*
	• $105,000: Lower Colorado River Authority
	• $80,000: The Nature Conservancy, Texas
	• $7,350: TAS
	FY 1996-2004 Total Budget for Management Program:
	• $4,167,427: City of Austin*
	• $2,898,689: Travis County*
	• $783,072: Lower Colorado River Authority
	• $854,000: The Nature Conservancy, Texas
	• $68,696: TAS
	*These figures understate total expenditures, because they do not include management work conducted by or assistance to the management program from other departments.

Annual Operating Budget	The BCCC itself does not maintain an independent annual operating budget, as all staff and expenses are provided for individually by the City and the County. However, the original Interlocal Cooperation Agreement states the BCCC Secretary shall prepare an annual budget, to include all "direct and indirect costs, excluding land management related costs, of implementing the BCCP-Shared Vision." The budget is to then be reviewed by the BCCC, and sent for final approval to the City and County, who are required to fund the budget in equal shares. In *reality*, however, there has never been a single annual budget including both the City and County; rather, these bodies have maintained independent authority and responsibility for providing the staffing and funding for the management and monitoring responsibilities required for their individual lands.
Endowment/ Capital Campaign	There is no endowment being built; in fact, there is a specific prohibition against the creation of an endowment. As long-term funding is expected to come from tax benefit financing, and will be channeled through stable government entities, it was expected that an endowment to pay for long-term management and monitoring responsibilities would not be needed.
OTHER	
Mitigation Credit System	BCCP operates with a unique system of mitigation banking credits—the Capital Improvement and Infrastructure Development Project mitigation credit system. Permit Holders (City of Austin and Travis County) as well as Managing Partners (currently only LCRA) receive mitigation credits, the number of which is determined by the number of acres within the Preserve system managed by each entity. Credits are 'expended' at a rate of 1:1—for each acre of habitat impact, 1 acre of credit is subtracted from the entity's credit bank. The credit system is administered by City of Austin BCCP staff.



Conservation partners or other relationships	Conservation partners—individual citizens to large NGOs like The Nature Conservancy—have been indispensable to City and County efforts. Some of the preserve land is managed by non-profit organizations under contract. Travis County's Wild Basin Wilderness Preserve is managed under contract by the non-profit Committee for Wild Basin Wilderness, while LCRA's Westcave Preserve is leased to and managed by Westcave Preserve Corporation. Conservation partners have assisted the City and County with everything from land acquisition, to securing grant funding, to coordinating volunteer groups helping to maintain the preserve. The Trust for Public Land has helped acquire land for the County through pass-through transactions. The City has been helped by the Save Barton Creek Association, which applied for grant funding after it became clear that the City's grant administration process was too cumbersome to make applying for smaller grants worthwhile.
Problems/issues with implementation	**Committee Structure:** The 2 voting members of the committee, because of restrictions imposed by Texas state law, cannot meet in private or even talk on the phone because they constitute a quorum of the Coordinating Committee. Both members have become accustomed to coordinating through staff rather than directly with each other. **Regional Growth:** The Austin region has grown tremendously over the past 10 years. A huge increase in land prices has made acquisition of the remaining lands required under permit obligations a difficult proposition. Additionally, urban growth has advanced to the edges of the BCCP lands, and the difficulty of maintaining the lands in their natural state has grown. For example, requests by adjacent landowners to build roads through portions of existing preserve lands have increased, while newer homeowners closer to the preserve lands have lobbied to open public recreational opportunities. **An Aging Plan:** Administratively and politically, the preserve has become old enough that much of the 'institutional memory' that led to the creation of the BCCP as a plan focused, as its first priority, on the preservation of habitat for endangered species has faded away. Combined with increased pressures to open preserve lands to accommodate uses needed or wanted by adjacent landowners, the loss of institutional memory has opened a debate about the fundamental purpose of maintaining BCCP Preserve lands as habitat for endangered species. Maintaining the original goals of the BCCP will thus require outreaching to various stakeholders and the larger public. **Growing Participation:** As more cities within the BCP Preserve area sign managing partner agreements with Travis County and City of Austin, their ability to participate in BCCC decision-making may become an issue. Because Travis County and City of Austin will continue to remain the only 2 bodies with a USFWS permit, and therefore the only 2 voting members of the BCCC, the inclusion of other cities who are beginning to more actively participate in the BCP will likely become an issue. **Committees**: Sustained, active engagement by the Citizens Advisory Committee (CAC) and the Scientific Advisory Committee (SAC) has been difficult to maintain, even after the committee make-up was restructured in 2003 to encourage a broader representation. There may be many reasons for this; one proposition is that the committee members are un-paid volunteers who often represent a singular interest (public recreation, etc.), leading to the situation where particular committee members may focus their attention only on certain issues—whether because of their specific interest or because of time constraints due to their nature as volunteers. Thus, the commitment of the entire committee to carry through with particular projects or investigations on broader issues may wane, and the committees have sometimes been more reactive than proactive. **Staff:** The City of Austin has struggled to locate the proper department or division to assign BCP management responsibilities to. Prior to the current arrangement, where the city's BCP preserve lands are managed and monitored by staff from the Wildlands Conservation Division of the Austin Water Utility, staff from the City's Parks and Recreation Department handled this responsibility. However, the Parks Department focused more on managing lands for public use, and the BCCP preserve lands don't have public use as their highest priority. Additionally, the Parks and Recreation budget was

	subject to annual review and allocation from general revenue funds, leading to volatility in available staff commitment to BCP issues, especially after the downturn in Austin's economy after the dot-com bust. The Water Utility already had a Wildlands Conservation Division, to manage lands purchased under previous city bond issues with the goal of protecting the city's watersheds, and it has an enterprise budget with a stable funding source. Moving BCP responsibilities to the Water Utility has greatly improved the City's ability to commit sufficient stable resources to managing and monitoring. **Budget:** Although the Interlocal Cooperation Agreement calls for the BCCC and its Secretary to prepare and then send to the City and County for approval an annual operating budget to cover both the City and County's BCP responsibilities through the BCCC, in practice the BCCC has not prepared nor involved itself in reviewing an annual budget. Although this arrangement, where the City and County maintain independent budget responsibilities, has worked out fairly well, the BCCC Secretary may in the future ask for a small annual budget to fund simply the BCCC's operational expenses.

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
Travis County	http://www.co.travis.tx.us/tnr/bccp/	
City of Austin	http://www.ci.austin.tx.us/preserves/bcp.htm	
BCCC Citizens' Advisory Committee	http://www.bcpcac.org/	
DOCUMENTS		
Title	**Source**	**Date**
Preserve Land Management Plan:	http://www.bcpcac.org/pdf/Tier_IIB_Plan_Administration_v.8.pdf	October 2005
Interlocal Cooperation Agreement	"Appendix A.pdf" Provided by Vanessa Sanchez, USFWS Region 2	August 1995
BCCP Annual Report	http://www.bullcreek.net/BCP2004/BCCPAnnualReportFY2004.pdf	FY 2004
INTERVIEWS		
Person	**Position**	**Date**
Kevin Connally	Travis County Environmental Specialist and BCCP Coordinator	01/18/06
William Conrad	BCCP Coordinating Committee Secretary	01/27/06

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
BCCP Coordinating Committee Secretary	William Conrad	William.conrad@ci.austin.tx.us	(512) 263-6430
Administrative Senior, Austin Water Utility	Nancy DiDonato	nancy.didonato@ci.austin.tx.us	(512) 263-6433
BCCP Coordinator	Kevin Connally	kevin.connally@co.travis.tx.us	(512) 854-9437
ADDRESS			
Austin Water Utility	Austin Water Utility Wildland Conservation Division – Reicher Ranch 3635 RR 620, Austin, TX		

CENTRAL/COASTAL ORANGE COUNTY NCCP

BACKGROUND	
History	The Nature Reserve of Orange County (NROC) was created to administer the endowment fund and oversee management of the reserve created in 1996 by adoption of Orange County's Central/Coastal NCCP and HCP. Tim Neely (Planning Director for Orange) was the first Executive Director; his position was paid by the County of Orange. Lyn McAfee was hired as Executive Director in 2001 to lend more independence to NROC.
Mission/Purpose	Ensure persistence of natural communities through the protection, study, and restoration of native habitats and natural processes; coordinate the land management activities of public and private landowners within the reserve system; conduct wildlife and habitat research and monitoring, and restore disturbed habitats.
Type	**Nature Reserve of Orange County—a 501(c)(3) non-profit corporation**
Area	The Reserve encompasses **38,783 acres**, 21,000 of which were contributed by The Irvine Company (TIC). The Plan addresses the habitat protection needs of 42 species.
Partners	• California Department of Fish & Game • U.S. Fish & Wildlife Service • County of Orange • City of Irvine • California Department of Forestry • California Department of Parks and Recreation • Coastal Greenbelt Authority • Irvine Ranch Water District • Metropolitan Water District • Santiago County Water District • Orange County Fire Authority • Transportation Corridor Agencies • University of California at Irvine • Headlands Reserve LLC • Southern California Edison • The Irvine Company
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	**Board of Directors**—an institutional Board, whose members are appointed by the "partners" above, plus 3 at-large public members, elected by the Board, representing the environmental, business, and recreation communities. No elected officials serve on the Board.
Duties & Responsibilities	• Assembling the Reserve System. • Coordinating and monitoring management, restoration, and enhancement, conducted by individual Reserve Owners/Managers. NROC is responsible for implementing the Adaptive Management Program (AMP). • Preparing annual reports for the overall Reserve System for submittal to CDFG, USFWS, participants, and interested parties. • Collecting Mitigation Fees for development of CSS located outside the Reserve. • Receiving funding for reserve management and accepting lands for inclusion. • Disbursing funds to individual Reserve Owners/Managers to carry out the AMP. • Hiring and managing biologists to conduct annual species and habitat monitoring, inventory, and enhancement efforts. • Compiling and analyzing biological data. • Preparing and updating land acquisition priority list. NROC does not have enforcement powers or authority over local jurisdictions, or over the individual Reserve Owners/Managers.

Composition	Each Partner selects 1 director and 1 alternate director; additionally, the Board selects 3 at-large public members representing the environment, business, and recreation communities. The Irvine Company maintains a seat on the Board until its land is transferred to a public agency or an approved non-profit entity, at which time the County gains a second vote. The TCA, however, maintained its voting authority on the Board even after transfer of its lands because of its ongoing concern with implementation of the Corridor Biological Opinions. If the TCA were to resign, however, the County would gain its voting authority.
Appointment	2-year appointment for the 3 at-large members; 6-year term for others.
Meeting Schedule	quarterly
Voting	Decisions made by simple majority vote.
Compensation	none
STAFF AND FACILITIES	
Total Staff (FTE)	2—Executive Director and Ecologist.
Executive Director	**Executive Director:** Lyndine McAfee, hired in 2001.
Other Staff	**Ecologist:** Milan Mitrovich**—**Conducts data analysis and oversees research, monitoring, and restoration programs. Hired in 2005. **Orange County:** • The County Environmental Management Agency served as the principal agency implementing the HCP until NROC was formed. • GIS staff inputs monitoring and restoration data, maintains Reserve boundary files. • Other responsibilities include preparing annual reports regarding management activities within the County's portion of the Reserve System, and coordinating fire management programs with CDF and, through Orange County Fire Authority, cooperating with CDF to implement fire management measures within the Reserve System.
Science Advisors	**Technical Advisory Committee:** Composed of 7 scientists knowledgeable in the field of ecology, conservation biology, reserve management, habitat restoration. Reactivated in 2005. Meets quarterly under the leadership of the staff ecologist. In addition, Jon Keeley has a $5,000/yr honorarium (no contract) to serve as science advisor to staff and the board.
Facilities Location	Office space donated by the Irvine Ranch Water District. 15600 Sand Canyon Avenue, Irvine, CA 92618
Work done in-house or contracted out	Examples of work contracted out to consultants include: • December 2005 report, *The Nature Reserve of Orange County Exotic Plant Control Program*, prepared by Harmsworth Associates • October 2005 report, *San Joaquin Hills Transportation Corridor Brown-headed Cowbird Trapping Program*, prepared by White & Leatherman Bioservices • August 2003 report, *Habitat Restoration and Enhancement Plan*, prepared by LSA. • Weed control measures were contracted to Nature's Image and were supervised by Harmsworth Associates biologists, who served as biological monitors, conducted sensitive animal and plant surveys prior to treatment, assessed road conditions and treatment areas, met daily with crew to direct and oversee treatment, mapped treatment areas, and documented observations in all treatment areas.
Resource Requirements	Pickup truck for fieldwork
FUNDING	
Start-up/ one-time costs	NA—paid for by County of Orange

Revenue/ Expenditures	• **Endowment Fund ($10.665 million):** Funds the adaptive management program • **CSS Mitigation Fees ($5.0 - $7.5 million):** allows non-participating landowners within signatory jurisdictions who are not contributing directly to creation/management of the reserve a choice of how to mitigate proposed conversions of CSS habitat located outside the Reserve System, with funds supporting restoration/enhancement activities within and outside the reserve, or acquisition of lands (fee title or easements) to add to the reserve.
Annual Operating Budget	**2005 OPERATING COSTS—approx. $700,000** for administration, restoration, cowbird trapping, and biological monitoring. **Fire Management:** Covered by Orange County Fire Authority and California Dept.Forestry **Public Access and Recreation:** (managed by individual land owners) **NROC 2006 PROGRAM BUDGET (does not include administration)** • **Biological Monitoring:** o Cactus Wren Study: $70,000 o Cactus Wren Relocation Project: $22,500 o Data Analysis (Staff): $27,500 o Subtotal: *$120,000* • **Habitat Restoration & Enhancement:** o Invasive Weed Control: $250,000 o Weed Control Management: $15,000 o HREP Planning/Analysis (Staff): $35,000 o Management Plans: $7,000 o Subtotal: *$307,000* • **Cowbird Trapping:** $20,000 **TOTAL: $447,000**
Endowment/ Capital Campaign	Endowment funds management, monitoring, and species inventory over life of Reserve System; operated as a "non-wasting" fund. • $6.615 million from the Transportation Corridor Agencies (TCAs) • $1.0 million each from Metropolitan, IRWD, and the County • $0.5 million from Headwaters Reserve LLC • $0.4 million from SCE • $0.15 million from SCWD **TOTAL: $10.665 million** Approximately $4.6 million of the total $10.665 million endowment fund was available as of January 1996. By January 2000, the endowment was fully funded. Because the endowment was not fully funded in year 1 of NROC's existence, it was necessary to phase the start-up and adaptive management program. Expenditures in the first year were thus focused on establishing the NROC corporation and preparing the first annual adaptive management work program, rather than on active monitoring/management. The endowment was calculated by the NCCP to receive a 5% net annual return. The Reserve received $500,000 from USFWS and $272,500 from CDFG in March 1997 to jump-start an endowment for long-term management.

OTHER	
Conservation partners or other relationships	**The Nature Conservancy:** Originally hired by NROC to manage and monitor private and public lands. Now TNC works for **Irvine Ranch Land Reserve** as a partner to NROC. **Orange County Harbors, Beaches, and Parks** provides rangers for public lands.
Problems/issues with implementation	• Lack of funding and staff**.** • Data exist only in report form and have not yet been analyzed or reviewed thoroughly. • Originally, Technical Advisory Committee members were hired as consultants to set up the monitoring program. Board advised that this could be a conflict of interest. • NROC was originally established to manage both Central/Coastal and Southern Orange County NCCPs but is only managing Central Coastal NCCP lands.

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
NROC	http://www.naturereserveoc.org	
Irvine Ranch Land	http://www.goodplanning.org/stewardship/conservation.asp	
Transportation Corridor Agency	http://www.thetollroads.com/home/current_environmental_habitat.htm	
DOCUMENTS		
Title	**Source**	**Date**
Irving Ranch Land	http://marketing.irvinecompany.com/entitlement/enviro_pdfs/land_reserve.pdf	
Central & Coastal Orange County	http://www.naturereserveoc.org/NCCP%20Parts%20I%20&%20II%20-%20Plan.pdf	07/17/96
INTERVIEWS		
Person	**Position**	**Date**
Will Miller	USFWS	5/30/06
Milan Mitrovich	Ecologist, NROC	6/23/06
Lyn McAfee	Executive Director, NROC	6/28/06

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
USFWS	Will Miller	william_b_miller@fws.gov	760-431-9440 x206
TNC	Trish Smith	tsmith@tnc.org	714-832-5435
Ecologist, NROC	Milan Mitrovich	mitrovich@naturereserveoc.org	
Executive Director	Lyndine McAfee	naturereserveoc@aol.com	949-453-3324
ADDRESS			
General	15600 Sand Canyon Avenue Irvine, California 92618 949-453-3324		

CLARK COUNTY, NEVADA
MULTIPLE SPECIES HABITAT CONSERVATION PROGRAM

BACKGROUND	
History	The Clark County MSHCP (approved in 2001) is an extension of the effort begun with the Clark County Desert Conservation Plan (DCP), which was prepared in response to the Federal listing of the desert tortoise as a threatened species. The MSHCP is intended to address the conservation needs of the entire range of biological resources within Clark Co.
Mission/Purpose	• Long-term conservation and recovery of natural habitats and native species • Orderly and beneficial use of land to promote the economy, health, well-being, and custom and culture of the growing population of Clark County.
Type	**County Government**
Area	Plan area includes all of Clark County, plus additional areas specifically for the desert tortoise. About 89% of the land is administered by 7 federal agencies. The MSHCP initially provided coverage for 79 species but may expand to over 200, located on non-federal lands.
Partners	**Permit Holders:** • Clark County • Cities of Las Vegas, North Las Vegas, Boulder City, Mesquite, and Henderson • Nevada Department of Transportation **Other:** • Muddy River Regional Environmental Impact Alleviation Committee • Sierra Club, The Nature Conservancy, Tortoise Group • University of Nevada (Las Vegas and Reno) and Utah State University • Southern Nevada Home Builders Association • Mining and grazing interests • Outdoor sports enthusiasts • Greater Las Vegas Association of Realtors • Clark County Resource Conservation District • U.S. Fish and Wildlife Service, BLM, EPA, National Park Service, Forest Service • Nevada Division of Wildlife and Division of Forestry • U.S. Geological Survey Biological Resources Division • Nevada Natural Heritage Program • Southern Nevada Water Authority
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	**Implementation and Monitoring Committee (IMC)**. The Clark County Board of County Commissioners is ultimately responsible for the administration, planning, budgeting, and reporting process, however, and thus the IMC is not the final decision-making body.
Duties & Responsibilities	Reviews and comments on final management plans and budgets submitted by resource managers, NDOT, and the County, recommends expenditures for the next biennium, and assures that interested groups have notice of and ability to comment on habitat management decisions and implementation measures prior to funding by the MSHCP.
Composition	Voting Members: • One representative each from Clark County and the 5 cities, as well as one representative from any Rural Town Boards with interest in participating. • Sierra Club • Muddy River Regional Environmental Impact Alleviation Committee • Tortoise Group • The Nature Conservancy • University of Nevada (Las Vegas and Reno) • Southern Nevada Home Builders Association

	• One representative each from: o Mining interests o Grazing interests o Outdoor sports enthusiasts o Greater Las Vegas Association of Realtors o Clark County Resource Conservation District Ex-Officio Members: • Various federal and state agencies All representatives are appointed by the Clark County Board of County Commissioners. The IMC is chaired by the Plan Administrator, who is chosen by the Clark County Manager. All members (other than reps of state and federal agencies) must be residents of Clark Co.
Committees	• **Adaptive Management Program (AMP) subcommittee**: The AMP informs the IMC of biological factors to be considered in funding decisions. The AMP provides management options and an evaluation of the biological impact of implementing each. Technical advisory subcommittees may be established to assist the IMC with technical decisions. • Subcommittee to review the public information program.
STAFF AND FACILITIES	
Total Staff	County staff
Executive Director	The Plan Administrator, chosen by Clark County Manager, evaluates management plans and budgets "from a County perspective."
Science Advisors	University of Nevada, Reno Biological Resource Research Center (BRRC) is under contract for the Adaptive Management Program (AMP).
Facilities	County offices
Work done in-house or contracted out	The **Adaptive Management Program (AMP)** has been developed and implemented under contract by the BRRC. Given the importance of the federal lands and management thereof to the success of the MSHCP, the County has entered into an agreement with the BRRC which requires it to closely coordinate its AMP activities with federal agencies. **Federal agencies:** Attention for mitigation, management, and monitoring is mainly (but not entirely) focused on improving conservation measures on federal lands, rather than on non-federal property within Clark County. **Other contractors:** Southern Nevada Environmental, Inc. reported on the progress, of operation and management of the Desert Tortoise Program between 2003-2005.
FUNDING	
Revenue/ Expenditures	1. **$550 per acre development impact fee** from Sec.10 permits issued by the county or cities for disturbance of non-federal land, as well as interest from an endowment fund. a. 2003-2005 biennium: $49,552,250 b. $71.5 million total from the projected development of 130,000 acres. c. At the end of the permit term (30 years) there will be an estimated $27 million in the endowment fund, which will be maintained as a "non-wasting" fund to augment in perpetuity the cost of land management activities. 2. **Section 7 Funds:** paid by federal agencies for disturbance of desert tortoise habitat on federal lands. a. 2003-2005 biennium: $3,352,782 i. The Desert Conservation Plan for the Desert Tortoise already had identified $1,650,000 in annual funding. The MSHCP provides an additional $400,000 per year, for a total of $2,050,000 per year. ii. If the "limit" of $4,100,000 per biennium is exceeded, such "Excess Expenditures" will be deducted from expenditures during future periods. 3. **Southern Nevada Public Lands Management Act (SNPLMA) Funds:** generated from the mandated sale of 27,000 acres of BLM lands within the urban areas of the Las Vegas

	Valley. Used for administration of the DCP and for MSHCP development projects specifically designed to improve and conserve habitats and the status of species. a. 2003-2005 biennium: $14,410,215 b. Total revenue from the sales is expected to be about $420 million; Clark County will receive 85% of this, or about $357 million, to implement the MSHCP. 4. Las Vegas Wash Wetlands Park—at least $50 million 5. Other federal programs a. Matching funds grants from UNR in collaboration with BRRC b. Land and Water Conservation Funds c. TEA-21 (Transportation Efficiency Act-21st Century) and future transportation-related funding measures d. Special Legislation for Conservation Planning e. ESA Section 6 funds for land acquisitions associated with approved HCPs 6 Grants from foundations such as the John D. and Catherine T. MacArthur Foundation.
Annual Operating Budget	Approved biennially. The MSHCP specifies a budget development calendar. Each state and federal agency is responsible for funding the management and monitoring costs of land which it owns within the boundaries of the MSHCP. MSHCP funds shall only be used to *augment*, not replace, the state and federal agency's funding responsibilities
Problems/issues with implementation	Not enough independent science review because of County control. Conflict of interest between Science Advisors and funding. Needs independent oversight of monitoring and management.

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
Clark County Desert Conservation Program	http://www.co.clark.nv.us/Air_Quality/Environmental/HabitatConservation.htm	
UNR Biological Resource Research Center	http://www.brrc.unr.edu/	Adaptive Mgmt Program
DOCUMENTS		
Title	**Source**	**Date**
MSHCP, Ch. 2	http://www.co.clark.nv.us/Air_Quality/Environmental/MultipleSpecies/chap2.pdf	Sept 2000
Implementing Agreement	http://www.co.clark.nv.us/Air_Quality/Environmental/MultipleSpecies/cc-apc-k.pdf	Sept 2000
Clark County Desert Conservation Program Biennial Adaptive Management Report	http://www.co.clark.nv.us/air_quality/Environmental/MultipleSpecies/BAMR/BAMR%202004.pdf	2004
MOU—BLM, USDA, NPS, USFWS, BRRC, Clark Co.	Provided by Christina Gibson via mail.	August 7, 2000
INTERVIEWS		
Person	**Position**	**Date**
Christina Gibson	Clark County Desert Conservation Program, Management Analyst	01-20-06

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Admin. Secretary, Clark County Desert Conservation Program	Sandy Helvey		(702) 455-4181
Desert Conservation Program	Betty Blattel		(702) 455-5942
Biological Resource Research Center, Univ. of Nevada, Reno	Ankur Goyal	mshcp@biodiversity.unr.edu	(775) 784-4565 ext 2227
Management Analyst II, Clark County Desert Conservation Program	Christina Gibson	cng@co.clark.nv.us	(702) 455-2860
Plan Administrator (?), Clark County Desert Conservation Program	Marci Henson	mhenson@co.clark.nv.us	

ADDRESS	
General	Clark County MSHCP Clark County Government Center 500 South Grand Central Parkway Las Vegas, Nevada 89155-1712

OTHER	
Email	•
Phone	• Clark County Habitat Conservation Program: (702) 455-4181

COACHELLA VALLEY
MULTIPLE SPECIES HABITAT CONSERVATION PLAN

BACKGROUND	
History	In 1996, the Coachella Valley Association of Governments (CVAG) initiated a Multiple Species Habitat Conservation Plan (MSHCP) and NCCP plan for Coachella Valley. CVAG contracted with Coachella Valley Mountains Conservancy (CVMC) to prepare the Plan. The Draft Final Coachella Valley MSHCP/NCCP is currently available for public review, and the permits are expected to be received in 2006. The proposed term of the permits is 75 years, which is the length of time required to fully fund the endowment for monitoring, management, and ongoing administration costs.
Mission/Purpose	Acquisition, monitoring, and management of land for the Coachella Valley MSHCP/NCCP Preserve.
Type	**Joint-Powers Authority (JPA**)
Area	Approximately 1.1 million acres are addressed by the Plan.
Partners	**Permittees** • Cities of Cathedral City, Coachella, Desert Hot Springs, Indian Wells, Indio, La Quinta, Palm Desert, Palm Springs, and Rancho Mirage • Coachella Valley Association of Governments (CVAG) • Coachella Valley Conservation Commission (CVCC) • Coachella Valley Water District (CVWD) • County of Riverside • Imperial Irrigation District (IID) • Riverside County Flood Control and Water Conservation District (RCFCWCD) • Riverside County Regional Parks and Open Space District (RCRPOSD) • Riverside County Waste Management District (WMD) **Other Partners** • California Department of Fish and Game (CDFG) • California Department of Parks and Recreation • California Department of Transportation (CDT) • California State Parks • Caltrans • Coachella Valley Mountains Conservancy (CVMC) • National Park Service • United States Bureau of Land Management • United States Fish and Wildlife Service (USFWS) • United States Forest Service The Coachella Valley Association of Governments is the lead agency. Each permittee has take authorization, but there is just one permit.
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Coachella Valley Conservation Commission (CVCC)
Duties & Responsibilities	Provide policy direction for MSHCP implementation and opportunities for public participation in the decision-making process.
Composition	Voting Members • All 5 members of the Riverside County Board of Supervisors • An elected official from each of the Cities, CVWD, and IID
Meeting Schedule	Twice annually, at minimum.



Committees	**Acquisition and Funding Coordination Committee (AFCC)** 1. Provide input to CVCC on funding priorities and Permittee acquisitions. 2. Includes 1 representative from each of the Permittees that request membership. 3. Wildlife Agencies are *ex officio* members of the Committee. **Reserve Management Oversight Committee (RMOC)** 1. The primary inter-agency group that coordinates implementation of the MSHCP Reserve System Management Program and Monitoring Program. Makes recommendations to CVCC, which appoints the RMOC Chair and makes final decisions about funding and budget issues. 2. Minimum 1 representative of each of the following land-owning agencies: a. Bureau of Land Management b. California Department of Fish & Game c. California Department of Parks and Recreation d. Coachella Valley Conservation Commission (designated by CVCC) e. US Fish and Wildlife Service f. County of Riverside g. Up to 5 other private or public entities that hold Reserve Lands as appointed by CVCC. h. National Park Service and US Forest Service are *ex officio*. 4. CVCC may appoint additional members as deemed necessary. 5. The RMOC concept is modeled on the existing reserve committee for the fringe-toed lizard, which has been successful. **Reserve Management Unit (RMU) Committees** 1. RMUs are geographic areas within the MSHCP Reserve System where coordinated management by different entities is needed to achieve the Conservation Objectives; there are 6 total. Each RMU has a Committee that manages land within the RMUs. 2. Each RMU committee, working in conjunction with Reserve Managers and the Land Manager, shall develop a RMU Plan (RMUP) for review and approval by the RMOC. The RMUPs will include ongoing management measures and Adaptive Management actions, schedules, and responsibilities for implementation, and recommendations for public uses based on compatibility with resource protection. 3. Land Manager represents CVCC and Local Permittees on RMU committees. Other entities that own land within a RMU shall provide a representative. 4. Through the Land Manager's participation in the RMU committees, CVCC will ensure that management of Local Permittee Mitigation Lands is consistent with Plan Objectives. Through the RMU committees, CVCC will coordinate land management with other entities that manage conservation land in the RMUs. **Trails Management Subcommittee** 1. Annually review and evaluate the Public Use and Trails Plan for the Santa Rosa and San Jacinto Mountains Conservation Area.
Start-up: Alternatives Considered	Composition of the Commission • Proposal to include only those County Supervisors whose districts include a portion of the Plan area • Representative from IID originally proposed as a non-voting member. Composition of the Acquisition and Funding Coordinating Committee • Original proposal was for CVCC to appoint the Permittee representative to the Committee, rather than having the Permittee designate its own reps. Monitoring Program Administrador (MPA) • Proposal for CDFG to act as the MPA for the first 5 years following Permit issuance, including providing funding.



STAFF AND FACILITIES	
Total Staff (FTE)	See below
Executive Director	See below
Other Staff	**MANAGEMENT PROGRAM** • **Land Manager** (1): CVCC may retain or contract with a person or entity to manage Local Permittee Mitigation lands and coordinate through the RMU committees with the entities managing conservation land in the RMUs. The Land Manager is responsible for the exchange of information on management actions. Together with the Monitoring Program Administrator shall prepare annual reports to be reviewed by the CVCC, RMOC, and appropriate RMU committees. • **Assistant Land Manager** (3): Additional Assistant Land Managers shall be phased in from years 7-23. • **Administrative Assistant** (1). Initially part-time, transitioning to full time. • **Ranger-Warden** (2): Patrolling and law enforcement. • **Field Crew Labor**: may be contracted to provide for specific projects. **MONITORING PROGRAM** • **Monitoring Program Administrator** CVCC's contracting agency, CVAG, shall identify a Monitoring Program Administrator who reports to the CVCC Executive Director and who receives oversight from RMOC. Monitoring Program Administrator coordinates exchange of monitoring data among reserve managers. Together with the Land Manager, prepares annual reports to be reviewed by the CVCC, RMOC, and appropriate RMU committees. Coordinates with the Land Manager and the Reserve Management Unit Committees in interpretation of monitoring data and future monitoring needs. • Teams of biologists conduct surveys of species and veg communities. Teams are overseen by the Monitoring Program Administrator and supervised by a permanent, associate-level Community Ecologist/Field Supervisor. o Team 1 ▪ 1 permanent full-time associate-level ecologist as team leader ▪ 4 temporary, full-time, Seasonal Aides ▪ 1 temporary, full-time associate-level entomologist o Team 2 ▪ 1 permanent, full-time, associate-level ecologist as team leader (same position as Team 1, no additional PYs) ▪ 2 temporary, full-time, Seasonal Aides o Team 3 ▪ 1 temporary, part-time, associate-level mammalogist ▪ 1 temporary, part-time, assistant-level mammalogist o Team 4 ▪ 3 temporary, full-time, Seasonal Aides ▪ 1 temporary, part-time research associate • Additionally, 1 half-time GIS Analyst and 1 half-time GIS Technician shall provide for Monitoring Program data analysis specifically. **DATA ANALYSIS** • **Data Analysis Project Director**: 1 full-time, permanent, senior-level data analyst • **GIS Development/Analysis**: 1 part-time, permanent database manager/GIS tech. **OTHER** • **Trail Use Monitoring**: 3 temporary, full-time, Seasonal Aides; 1 additional aide provided by BLM. • The USFWS, BLM, CDPR, CDFG, and CNLM all have existing staff dedicated to management of portions of the Plan area. These current efforts are assumed to be continuing, and in addition to what is outlined above.



Science Advisors	A scientific advisory body has not yet been formally identified, but science advisors will be involved and have been budgeted for.
Facilities Location	Staff are currently housed at the CVAG office. However, eventually the CVCC expects to become independent from CVAG and to maintain its own facilities/staff.
Work done in-house or contracted out	For the first 5 years of Plan implementation, CVCC shall contract with CVAG for management and monitoring staff. CVAG itself, however, has been contracting with the University of California, Riverside (UCR) for management and monitoring since 2003. After 5 years, CVCC may renew the contract, retain its own staff, or contract with a different agency. Should CVCC choose to eventually retain its own staff, a likely scenario, the CVAG executive director could potentially serve as a transitional executive director to the commission.
FUNDING	
Start-up/one-time costs	$100,000 for the Monitoring Program to revise/update the natural communities map
Revenue/Expenditures	The Endowment Fund for the Monitoring and Management Programs will receive revenues from the following sources: • $1,077,000 contributed by Caltrans, CVAG, and CVCC to mitigate impacts of an interchange and related arterial projects. • $7.6 million provided by Caltrans by 2011 • $30 million from CVAG Measure A funds for acquisition *and* endowment. • $3,583,400 contributed by CVWD. • $525,000 contributed by IID. CVCC will establish a $5 million management contingency fund within the first 10 years as a subset of the Monitoring and Management Program budgets, to address immediate and/or large-scale Monitoring and Management Program needs.
Annual Operating Budget	**Management Program Budget**: • Personnel: $394,795 beginning in 2006 • Equipment and Supplies: $149,600 beginning in 2006 • Total (+ 10% contingency and 10% administrative overhead) = $653,274 **Monitoring Program Budget:** • Personnel: $609,000 beginning in 2006 • One-time: $100,000 to update Natural Communities Map • Equipment and Supplies: $115,400 beginning in 2006 • Total (+ 10% contingency): $906,840

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
Coachella Valley Mountains Conservancy	http://www.cvmc.ca.gov/	Prepared MSHCP under contract
CVAG	http://www.cvmshcp.org/	MSHCP Site
DOCUMENTS		
Title	**Source**	**Date**
Coachella Valley MSHCP/NCCP Plan	http://www.cvmshcp.org/prdplan/draftfinal.htm	11/2005
INTERVIEWS		
Person	**Position**	**Date**
Katie Barrows	Associate Director, Coachella Valley Mountains Conservancy	11/17/05

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Associate Director, CVAG	Katie Barrows	kbarrows@dc.rr.com	760-776-5026
CVAG	Jim Sullivan	jsullivan@cvag.org	760-316-1127 x117
ADDRESS			
CVAG	73-710 Fred Waring Drive, Suite 205 Palm Desert, CA 92260		
OTHER			
Email	• 760-346-1127 (Coachella Valley Association of Governments)		
Phone	• info@cvmshcp.org (Coachella Valley Association of Governments		

KARNER BLUE BUTTERFLY HABITAT CONSERVATION PLAN

BACKGROUND	
History	The Karner blue butterfly was federally listed as an endangered species in 1992. Approved in September 1999, the Karner Blue Butterfly Habitat Conservation Plan (HCP) was and remains the only statewide HCP in the nation.
Mission/Purpose	Assure the long-term sustainability of Karner blue butterfly habitat and the persistence of Karner blue butterflies on the Wisconsin landscape.
Type	Public/private partnership
Area	While the HCP applies statewide, the area targeted for conservation measures covers approx. 250,000 acres of private partner-managed land in central and northwestern Wisconsin. The HCP has two broad approaches: 1. management with consideration for Karner blue butterflies (227,492 acres) 2. management to feature and enhance Karner blue butterflies (37,725 acres)—additional measures taken to promote viable butterfly populations despite potential economic costs.
Partners	**Wisconsin State Agencies** • *Lead Agency* (Permit Administrator)*:* Wisconsin Dept. of Natural Resources (DNR) • Department of Agriculture, Trade and Consumer Protection (DATCP) • Department of Transportation **Industrial Forest Companies and Trade Organizations—**10 timber and paper companies **Nonprofit Conservation Organizations—**The Nature Conservancy **Utilities—**14 power and gas companies **County Agencies**—Forest agencies of 8 counties and Highway departments of 5 counties **Towns**—Adams, Foster, Lincoln, Millston, Quincy, Swiss The partners listed above are major land owners, most with over 1,000 acres, which must apply for HCP partnership through a binding "Species and Habitat Conservation Agreement" contract to receive coverage under the statewide incidental take permit. In exchange for modifying their activities to minimize the incidental take of Karner blue butterflies, the HCP allows these land owners to continue operating in and around Karner blue habitat. Most *small* private landowners, farmers, and foresters with less than 1,000 acres, however, are *automatically* covered under the terms of the HCP and may participate in Karner blue conservation voluntarily. Smaller landowners in this voluntary participation group generally face no legal penalties if they choose not to participate. USFWS, however, has a program that provides technical and monetary assistance to small private landowners who would like to help conserve the butterfly on their property, and DNR conducts public outreach campaigns to encourage the voluntary participation of small private landowners.
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Implementation Oversight Committee (IOC)—facilitated by DNR HCP Coordinator
Duties & Responsibilities	Primarily represents the partners' interests in the process of HCP implementation by: • Advising Wisconsin DNR (permit administrator with final authority and responsibility for take permit) • Making decisions on behalf of the partners, and • Actively planning and providing services, such as developing funding strategies.
Composition	One member from each *type* of partner. Initially, the "entity" groups represented were: • Utility managers • Road rights-of-way managers

	• Forest industry • County forests • Nonprofit conservation groups • DNR (Department of Natural Resources) • The DATCP As new entity groups join the HCP, additional members may be added to the IOC. Membership rotates on a staggered basis among partners; each individual partner is encouraged to serve at least one term on the IOC. Members are nominated and voted on within each entity group; members are selected at the annual HCP partnership meeting. Qualifications to be a voting member include: • Nominee must be full-time, permanent staff of an HCP partner bound by a current conservation agreement or, in the case of DNR, the Implementation Agreement; • A nominee has qualifications and capabilities to represent the entity group's interest. **Chair:** Any partner representative may chair the IOC; elections are held every 2 years. Chair-elects are elected prior to the permit date in which his/her term as chair begins. An IOC member can serve up to 4 years as chair, but no more than 2 years consecutively. **Participation of non-partners:** The participation of non-partners, such as the Wisconsin Audubon Council, the Sierra Club, and the Wisconsin Woodland Owners Association, is encouraged to provide a broader perspective of shared goals for the successful conservation of the Karner blue butterfly and its habitat. Non-partner IOC members who have been *formally* included as members participate in a non-voting, advisory capacity, but are allowed to actively engage in discussion and decision-making. *Other* non-partners are welcome to attend public-noticed IOC meetings as observers, but are only allowed to passively participate, as IOC meetings are not public forums for general discussion but working committee meetings. Additional non-partners, however, may be considered for formal membership if approved by the IOC.
Term of Appointment	Members recommended to serve at least 1 year, but no minimum or maximum limit.
Meeting Schedule	The IOC meets every 2 months.
Committees	The HCP recommends certain sub-committee areas: • Approval of new partners • Approval of modifications to the HCP • Disposition of funds • Auditing and non-compliance • Public relations and communications • Adaptive management and research guidance Sub-committees are not involved in day-to-day operations of the HCP, but serve an advisory function—mostly to research issues (often outside the partnership), develop information on issues, communicate information, and lead discussions at IOC meetings.
Voting Procedure	Consensus is the first course of decision-making; alternatives are discussed until agreement is reached. If consensus cannot be reached in a reasonable amount of time, a partner vote may be called by the permit administrator (DNR) representative presiding over the meeting.
Compensation	none
Start-up: Alternatives Considered	**HCP with Mitigation Banking:** mitigate impact to the butterfly through permanent habitat maintenance, restoration, or creation. However, in Wisconsin, land development is concentrated on private lands, representing approximately 85% of both the state total and the 21 counties comprising the Karner blue butterfly documented range. It was determined, therefore, that establishing mitigation banks and still ensuring connectivity between habitats on so many parcels would be nearly impossible. Likewise, a strategy focusing mitigation exclusively on scattered state and county public land holdings would be even less able to

	provide the necessary connectivity for the fragmented habitat. Thus, the adopted strategy of encouraging private landowner participation in management practices more effectively recognizes the fact that Karner blue butterfly habitat is divided and widely distributed.
Legal Counsel	DNR legal counsel are available for legal advice and assistance as needed.
STAFF AND FACILITIES	
Total Staff (FTE)	HCP Coordinator, plus management and monitoring staff provided by each partner.
Executive Director	**HCP Coordinator:** A full-time, permanent employee provided by DNR, stationed in the Bureau of Forestry, and supported by segregated forestry funds. Provides general project management and leadership within DNR, coordination and facilitation for both DNR and IOC, planning, process design, development and training, and other related duties.
Other Staff	**Monitoring:** *Self-monitoring*: performed by each partner at its discretion, but consistent with the HCP and the partners' conservation agreements. While the DNR is responsible for facilitating the development of the self-monitoring process, each partner is individually responsible for maintaining staff to conduct monitoring on its lands. *Effectiveness monitoring*: Evaluates the ongoing statewide status of the Karner blue butterfly across partner lands, and assesses the effectiveness of partners' conservation strategies. DNR takes primary responsibility, but most partners perform the fieldwork on their property as an in-kind service. *Compliance Auditing*: compliance audits assess the status and conditions of the management strategies and management activities actually being used, and the degree to which partners comply with their individual conservation agreements. DNR is responsible for conducting this auditing. USFWS, in turn, conducts audits of DNR properties. Audit results are reviewed by the IOC prior to any decisions regarding recommendations or issuance of a final audit report to USFWS. DNR staff dedicated to Karner blue butterfly: *Insect/butterfly biologist/ecologist:* provides training in monitoring, surveying, biological data analysis, liaison to USFWS and federal butterfly recovery team and liaison to DNR property managers and HCP partners. *Lead Auditor***:** full-time, permanent DNR employee. **Management:** DNR Region staff, including property managers, foresters, and wildlife managers, provide resource management, planning, surveying and monitoring, assistance, information, and reporting. *Land Leadership Team:* DNR Land Division's senior management team provides leadership and guidance as well as staff and financial support and internal and external visibility and sponsorship. *HCP Management Team:* multi-program operational-level team solves problems associated in the HCP, management of DNR properties within the HCP, and DNR's Implementation Agreement. *Forest Manager/Ecologist:* Available to consult on forest management as related to Karner blue butterflies, associated species, and related habitat issues. *Annual Reports:* Annual reports are submitted by partners to the DNR, which in turn develops annual summary reports to the USFWS. **Other:** • *Data Manager/Data Entry Technician:* (provided by DNR) coordinates and manages the flow of biological and non-biological data. • *NHI Mapping Specialist:* (provided by DNR) maintains the Biological Conservation Database (BCD) and non-BCD data and produces maps. • *EIS Specialist:* (provided by DNR) provides advice and guidance regarding NEPA/WEPA issues.

	• *DNR Public Affairs and Education Staff:* Provides support on an as-available basis to assist with outreach and education activities. • *GIS Specialist:* (provided by DNR) updates data files, produces data tables/maps.
Science Advisors	Coordination with USGS and other researchers on privately funded management-specific research projects.
Facilities Location	The IOC meets at various places; in February 2006, it met at a hotel's convention facilities.
Work done in-house or contracted out	**Research:** Research has been conducted by a variety of agencies and private partners to determine the most effective and viable management practices. The HCP partnership has taken the lead on pursuing research activities, depending on availability of federal financial support or research cooperation. Research results are shared with all HCP partners, and topics for future research are identified by HCP partners and participants. Examples include: • *Herbicide Research:* Funded by National Fish and Wildlife Foundation, National Council for Air and Stream Improvement, Wisconsin DATCP, Consolidated Papers, Inc. and Georgia-Pacific Corp. Conducted by researchers from Univ. of Minnesota and Forest Vegetation Management Cooperative, Cloquet Forestry Center. • *Spatial Patterning of Lupine:* Funded by a grant to DNR from the National Biological Service, conducted by a Univ. of Wisconsin graduate student. • *Effects of timber harvesting on the distribution of wild lupine and Karner blue butterfly:* Funded by the USGS, conducted by USGS researchers in cooperation with U.S. Army personnel.
FUNDING	
Revenue/ Expenditures	**Monitoring and Management:** • *Self-Monitoring and Management:* Partners are responsible for self-monitoring and management costs on their lands. • *Effectiveness Monitoring:* Costs shared by DNR and the Partners. Sources: o DNR (will seek federal funding assistance); o In-kind monitoring provided by partners; o A portion of inclusion fees and in-kind services from future applicants. • *Compliance Auditing:* While the responsibility of DNR, relies heavily on federal funds to assure its completion. **Administration:** Costs to administer the HCP, coordinate and provide for data management and GIS, coordinate and provide for initial public outreach and educational efforts, and operate the adaptive management system are born largely by DNR's Land Division. Joint funding and support are provided through: • Land Division general purpose revenue (GPR) funds; • GPR funds allocated to the Bureau of Endangered Resources (BER), BER tax-check off funds and endangered resources motor vehicle license plate sales; • In-kind support from various DNR staff through cross program cooperation; • In-kind support from partners' staff participating on IOC and its subcommittees; • Non-refundable application fees for future applicants requiring certificates of inclusion or partner status. **U.S. Fish and Wildlife Service:** Provides administrative assistance and pursues funding for HCP activities that contribute to the recovery of the Karner blue butterfly. **Partners:** Through individual conservation agreements, partners are committed to fund their management and self-monitoring activities. Estimated annual commitments: Surveying (pre-management): $72,920 Monitoring (post-treatment validation and statewide effectiveness): $69,585 Record keeping and data management: $83,620 Research: $59,150 Public Outreach and Education: $94,004 Public Awareness: $4,000

	Training: $43,482 Administration: $84,000 HCP-IOC Participation: $49,370 Conservation Efforts: $60,375 Long-Term Management: $64,855 Land Acquisition: $70,000 **Total: $597,361/year** **Implementation and Oversight Committee:** Operational costs for the IOC are mostly self-funded with in-kind contributions of service and support of the IOC standing members. In case of a shortage of funding, the HCP states that the DNR will consult with the USFWS to determine whether the HCP needs amendment or modification.
Operating Budget	The DNR makes final decisions concerning the best use of HCP funds, with the advice of the IOC's subcommittee on funding and accounting.
OTHER	
Problems/issues with implementation	**Habitat Conservation vs. Population Recovery:** USFWS and the HCP partners have long debated the distinction between HCP goals, which focus on habitat preservation, and the goals of the national Karner Blue Butterfly Recovery Plan, which focus on growth and maintenance of Karner blue populations. Several partners still feel that their land management requirements are tied too closely to the goals of nationwide Karner blue recovery. Many would like the USFWS to assume more responsibility for fostering and monitoring Karner blue population growth, which is very difficult to quantify, especially since the USFWS determined that Karner blue populations must be recovered in several other states before the species is downlisted in Wisconsin. **Monitoring Strategy:** The monitoring strategy used for the initial 5 years of the plan, 1998-2003, was not clearly providing needed feedback to be used for adaptive management; additionally, partners were facing budget and staff constraints that made it difficult to achieve the plan's monitoring objectives. While many of the basic monitoring procedures and protocols remain intact, the biggest changes were made in "where" partners perform monitoring (site selection) and how data will be used in adaptive management (analysis). For example, instead of DNR randomly selecting sites for effectiveness monitoring, partners were instructed to select sites themselves based on where they thought there was the greatest likelihood that butterfly habitat would occur. Additionally, there have been issues with partners keeping inadequate management records. In response, the DNR developed forms for collecting and maintaining records for HCP-related activities. **Staff Turnover:** The greatest threat to continued success of the HCP is the attrition of veteran HCP implementers among partners' staff. New staff may not know how to implement the HCP, recognize the importance of it, or have received adequate training from outgoing staff. In response, the IOC has recognized the need to develop a standardized approach and tools to assure that new partners' staff know how to implement the HCP and their conservation agreements, and why it is important.

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
Wisconsin DNR	http://www.dnr.state.wi.us/org/land/forestry/history/history_karner.htm	
Policy Consensus	http://www.policyconsensus.org/publications/news/PCI_Newsletter_June_04_feature3.html	



Endangered Species Bulletin	http://www.findarticles.com/p/articles/mi_m0ASV/is_4_25/ai_69652203#continue	July 2000
USFWS	http://www.fws.gov/midwest/Endangered/insects/kbb/kbbhcpfs.html	Facts
DOCUMENTS		
Title	**Source**	**Date**
Participation Strategy Review	http://dnr.wi.gov/org/land/er/invertebrates/karner/3year.htm	Not available
Range of Karner Blue Butterfly	http://dnr.wi.gov/org/land/forestry/karner/karner_map.htm	
HCP	http://dnr.wi.gov/org/land/forestry/karner/hcptext/	
2004 Monitoring	http://dnr.wi.gov/org/land/forestry/karner/pdfs/2004_Monitoring_Summary_Final.pdf	June 30, 2005
Compliance Audits, 2004	http://dnr.wi.gov/org/land/forestry/karner/pdfs/KBB_audit_summary_2004.pdf	March 8, 2005
3-Year Review Report	http://dnr.wi.gov/org/land/forestry/karner/pdfs/3-yr%20revised.pdf	Sept 10, 2003

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
HCP Coordinator, Wisconsin Department of Natural Resources	David Lentz	lentzd@dnr.state.wi.us	608-261-6451
HCP Data Coordinator, Wisconsin DNR	Crystal Fankhauser	crystal.fankhauser@dnr.state.wi.us	608-267-9680

ADDRESS	
Work Address	Wisconsin Department of Natural Resources 101 S. Webster Street – FR/4 Madison, Wisconsin 53703
Mailing Address	Wisconsin Department of Natural Resources PO Box 7921, Madison, WI 53707-7921
OTHER	
Phone	• Karner Blue Butterfly Hot Line: 1- (877) – 4KARNER • U.S. Fish & Wildlife Service butterfly assistance program: 608-221-1206, ext. 21 • Wisconsin Department of Natural Resources: 608-266-2621

http://dnr.wi.gov/org/land/forestry/karner/karner_map.htm
http://dnr.wi.gov/org/land/forestry/karner/hcptext/pdfs/Executive%20Summary.pdf
HCP Partner Lands in Wisconsin Subject to Individual Conservation Agreements:

METROPOLITAN BAKERSFIELD HABITAT CONSERVATION PLAN

BACKGROUND	
History	The MBHCP was approved in 1992. The plan is part of the Metropolitan Bakersfield 2010 General Plan, which is a joint program between the City of Bakersfield and Kern County. The **Trust Group**, which is responsible for implementation of the plan, was initiated in August 1994 along with the issuance of the permits.
Mission/Purpose	Bring certainty to the process of complying with endangered species laws while allowing for future economic growth of the Metropolitan Bakersfield area.
Type	**Joint Powers Agreement** between the City of Bakersfield and the County of Kern
Area	Lands acquired are generally located outside the Metropolitan Bakersfield area; so far, >4,000 acres acquired. Covers four federally-listed animal species and several plant species.
Partners	CDFG and USFWS, City of Bakersfield, County of Bakersfield
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	MBHCP Implementation Trust Group ("Trust Group"), established by a joint powers agreement (JPA) between the city and the county.
Duties & Responsibilities	Reviews and approves habitat acquisitions and monitors urban growth and conservation activities through quarterly reports.
Composition	**2 voting members:** City of Bakersfield representative, appointed by the City Council* • Currently Director of City Development Services County of Kern representative, appointed by the Board of Supervisors* • Currently Director of Kern County Planning Department **Advisors:** • California Department of Fish and Game representative • U.S. Fish and Wildlife Service representative • Member of the Public: responsibility of appointment is alternated between the City and County every 2 years. The current representative is a biologist, but other representatives in the past have been architects and farming company executives. * The City and County effectively maintain oversight over the Trust Group's activities through their appointment of a representative. Although City Development Services and County Planning Department staff answer to their respective elected bodies, the Trust Group's decisions are not reviewed by the Bakersfield City Council or Kern County Board of Supervisors and are considered final. While theoretically the Trust Group's decisions could arouse ire from City and County elected officials, so far this has not been an issue.
Term of Appointment	The only member with a specific term of appointment is Member of the Public (2 years).
Meeting Schedule	The Trust Group is required to meet quarterly, but it also meets on an as-needed basis. Currently, it meets nearly once per month.
Committees	No committees or work groups.
Public Notice of Meetings	Yes, to the extent required by the Brown Act
Voting Procedure	Passage of a measure requires approval of both City and County representatives, as there are only 2 voting members. Historically, this has not been a problem. In the case of a disagreement, the status quo would be maintained.
Compensation	None
Legal Counsel	Appointed by the County Board of Supervisors.

STAFF AND FACILITIES	
Total Staff	City and County
Executive Director	N/A
Other Staff	**Implementation Trust Group Administrative Officer:** the only staff member who independently, under contract, works for the Trust Group—currently Steve Strait, who formerly worked for the County Planning Department. Responsible for overseeing and advising MBHCP professional staff; interfaces with Trust Group members; seeks advice from advisory agencies; conducts site visits; prepares for public meetings; prepares/presents reports to Trust Group on properties proposed for acquisition; prepares contracts, when needed; authorizes payment of bills for program expenses; keeps program records. **Other:** Other needs, such as processing building and grading permits, collecting mitigation fees, and bookkeeping responsibilities, are handled by various City and County staff. There is no formal agreement which divides staffing support responsibilities between the City and County; rather, staff support is generally provided by the agency or department best equipped to provide the services. In the case of a discretionary decision, Bakersfield's Director of Development Services and Kern County's Director of Planning (the 2 reps to the Trust Group) generally agree between each other where to assign staffing responsibilities. The City and County are reimbursed from Trust Group funds for the staff support they provide. • Property locator/negotiator under contract to MBHCP • Kern County Property Management employees deal with sellers after negotiations are finalized and assist on processing of escrow documents. • Kern County Surveyor's office provides specialized services. • Kern County Environmental Health Services Dept. performs Phase I Assessments on properties proposed for acquisition.
Science Advisors	None. USFWS and CDFG biologists are advisory members to the Trust Group. Currently, the public at-large member is a biologist as well, but the representative is not required to be.
Facilities Location	Meetings are generally held at the Kern County Administrative Center, but are occasionally held elsewhere (the City of Bakersfield Planning Department, for example).
Work done in-house or contracted out	Geographic Information Systems (GIS) services are provided by the Kern Geographic Information Network (Kern GEONET), which was established in 1996 by an MOU between the City of Bakersfield, the County of Kern, and the Kern Council of Governments. Lands conserved under the plan are transferred to and managed by the CDFG, for which the Trust Group provides reimbursement.
FUNDING	
Start-up costs	None
Revenue/ Expenditures	**Habitat Mitigation Fee (HMF)** • $1,240/acre paid by applicants for grading or building permits for any land—not just for land containing affected species. Fee is determined by the Bakersfield City Council and the Kern County Board of Supervisors. • Collected by the County Building Inspection Division and the City along with any other fees that are associated with the building or grading permit. • HMF fees collected by the city and county are held in a separate trust which is transferred upon request to the implementation trust. • HMF funds are used to fund land acquisition, land endowment, habitat management, public facilities mitigation, and HCP program administration. • See *Problems/issues with implementation* Trust Group has not pursued federal or state grants, as HMF funding has been adequate.
Annual Budget	Not available
Endowment	The Trust Group maintains an endowment, funded by revenues from Habitat Mitigation Fees.

OTHER	
Conservation partners	**Center for Natural Lands Management:** Trust Group has worked with the Center for Natural Lands Management (CNLM) in the past. The Trust Group has purchased and transferred title on some lands to the CNLM, which is now the owner and manager.
Problems/issues with implementation	• **Willing sellers:** The Trust Group has increasingly had trouble finding willing sellers. Most of the land which was readily available has now been bought, and thus the Trust Group will increasingly face difficulty completing the acquisition requirements under the HCP. Although the HCP contemplates the purchase of conservation easements, rather than fee-simple purchase, the Trust Group has not yet pursued such a direction. • **Open space vs. habitat:** Land acquisitions under the HCP have been motivated in some cases by a desire to create open-space preserves for recreation; for example, the city tried to purchase land on the Kern River bluffs for a network of foot trails. • **Future issues:** City and county officials are now developing the 3,000 square-mile Kern Valley Floor Habitat Conservation Plan, which will offer market-based credits that participating landowners can sell to others who need to mitigate for development.

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
Kern County – Metropolitan Bakersfield HCP	http://www.co.kern.ca.us/planning/form218.asp http://www.co.kern.ca.us/planning/hcp.asp	
City of Bakersfield HCP	http://www.ci.bakersfield.ca.us/cityservices/devsrv/planning/habitatcons.htm	

DOCUMENTS		
Title	**Source**	**Date**
Map of Kern Valley HCPs	http://www.kerncog.org/maps/MEAR_atlas/18HabitatConservation.pdf	

INTERVIEWS		
Person	**Position**	**Date**
Steve Strait	Trust Administrative Officer, Kern County Planning Department	05-02-06

STAFF			
Position	**Name**	**Email**	**Phone**
Trust Administrative Officer, Kern County Planning Department	Steve Strait	steves@co.kern.ca.us	661-862-8600

ADDRESS	
City of Bakersfield	City of Bakersfield Development Services Department 1715 Chester Avenue Bakersfield, CA 93301
Kern County	Kern County Planning Department 2700 "M" Street Bakersfield, CA 93301

OTHER	
Email	• Kern County Planning Department: planning@co.kern.ca.us • City of Bakersfield Planning Department: DevPln@ci.bakersfield.ca.us

NATOMAS BASIN HABITAT CONSERVATION PLAN

BACKGROUND	
History	The original Natomas Basin Habitat Conservation Plan (NBHCP) was adopted by the Sacramento City Council on August 17, 1997. The City of Sacramento's Incidental Take Permit (ITP) was invalidated by Federal Judge David Levi in a January 2001 ruling (see *Problems/Issues with Implementation*). The City of Sacramento and Sutter County adopted a revised NBHCP in April 2003; federal and state permits were issued in June and July 2003.
Mission/Purpose	Conserve 8,750 acres, half of which is designated for habitat-friendly rice farming, with the rest divided between managed marsh and upland preserves. Promote biological conservation along with economic development and continuation of agriculture in the Natomas Basin.
Type	**Non-profit non-governmental organization—**The Natomas Basin Conservancy, founded in December 1998, acts as "plan operator" by acquiring and managing land.
Area	The Natomas Basin plan area encompasses 53,341 acres in total across northern Sacramento and southern Sutter Counties. However, the Incidental Take Permit (ITP), issued only to the City of Sacramento, covers only the 11,287 acres of the basin which lie within the existing city limits of the City of Sacramento; annexation areas are not specifically addressed by the Plan. Through the end of 2004, the Conservancy had acquired approximately **3,500 acres** total; about 1,600 acres in Sacramento County and 1,900 acres in Sutter County.
Partners	The plan assumes the participation of 5 jurisdictions: • City of Sacramento • Sacramento County • Sutter County • RD-1000 • Natomas Central Mutual Water Co Incidental Take Permit (ITP) was issued only to the City of Sacramento; Federal Judge David Levi's January 2001 ruling invalidating the ITP was based partially on the conclusion that the plan failed to consider the possible consequences of failing to gain the participation of the other 4 agencies. See *Problems/Issues with Implementation*. Since the litigation, Sutter County, RD-1000, and the Natomas Central Mutual Water Company have entered into participation with the City of Sacramento. County is not participating; it decided to prepare a stand-alone EIS for development of Metro Air Park.
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Natomas Basin Conservancy, **Board of Directors**
Responsibilities	Acquires and manages habitat for 22 "special status" species covered under the Plan.
Composition	President, Vice-President, CFO, 5 additional board members, and a secretary. City of Sacramento Board Members are appointed by the Sacramento City Council. Sutter County Board Members are appointed by the Sutter County Board of Supervisors.
Committees	• Compensation and Governance Committee • Finance Committee • Audit Committee
STAFF AND FACILITIES	
Total Staff	3
Executive Director	• John Roberts
Other Staff	• Business & Accounting Manager • Office Manager
Science Advisors	**NBHCP Technical Advisory Committee (TAC):** consists of 6 members, 2 each appointed from the City of Sacramento, CDFG, and USFWS. Additional expertise is provided both

	from hiring private contracting firms and relying on specialists in government agencies such as USFWS or in local companies (see *Work done in-house or contracted out*).
Facilities Location	2150 River Plaza Drive, Suite 400 Sacramento, CA 95833
Work done in-house or contracted out	For the first 5 years, the City of Sacramento provided accounting and bookkeeping support. In 2004, the Conservancy hired a third staff member to take over this responsibility directly. Biological monitoring has been contracted to Jones & Stokes. Restoration ecology and land management has been contracted to Wildlands, Inc. The specialties and resources of all three groups (Jones & Stokes, Wildlands, Inc., and the Conservancy) are occasionally supplemented by other specialists (e.g., grassland experts at Hedgerow Farms, giant garter snake experts at USGS, groundwater experts at Odell's Well Service and others). Additionally, the NBHCP TAC serves as a resource.
FUNDING	
Revenue/ Expenditures	• **Development Mitigation Fee** of $16,124 (in 2004) and 0.5-to-1 mitigation ratio. (The original fee of $2,240 was established in 1997.) The fee is used by the Natomas Basin Conservancy for land acquisition, management, habitat enhancement, and endowment. • Federal Judge David Levi's January 2001 ruling (see *Problems/Issues with Implementation*) found, however, that the HCP as planned may not have been adequately funded either with enough fees to buy land within the required year or that the endowment was adequate to last in perpetuity. • **Rice Land Revenue:** provides income to help finance long-term stewardship.
Endowment	As of the end of 2005, the Conservancy had about $9.5 million in endowment funds.
OTHER	
Partners	USFWS, CDFG, City of Sacramento, Natomas Basin Conservancy, Friends of the Swainson's hawk
Problems/issues with implementation	• **Lawsuit:** In a lawsuit filed by the National Wildlife Federation, Federal District Judge David Levi ruled in January 2001 that the ITP as issued was invalid. http://www.cityofsacramento.org/dsd/new_growth/north_natomas/projects/long_term/hcp/ • Plan allows 75% of mitigation lands to be for rice farming, with the balance to include "habitat enhancements." The January 2001 ruling found that the plan failed to require rice farmers to use "best management practices," a requirement that had *not* been demonstrated to be impracticable or would discourage rice farmers from continuing to farm. • **Biological Effectiveness Monitoring Program:** Newly required under the revised 2003 NBHCP, the monitoring program requires a comprehensive biological monitoring effort. The first comprehensive annual report was completed for the year 2004.

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
City of Sacramento	http://www.cityofsacramento.org/dsd/new_growth/north_natomas/projects/long_term/hcp/	
Map of HCP Permit Areas	http://www.cityofsacramento.org/dsd/new_growth/north_natomas/projects/long_term/hcp/pdfs/hcp_basin.pdf	
Friends of the Swainson's hawk	http://www.swainsonshawk.org/nbhcp5.7.pdf	Criticism of the revised 2003 NBHCP
Natomas Basin Conservancy	http://www.natomasbasin.org/	



DOCUMENTS		
Title	**Source**	**Date**
Implementation 2005 Report	http://www.natomasbasin.org/images/stories/pdf/nbc060523iar1of3public.pdf	April 30, 2006
Brochure	http://www.natomasbasin.org/images/stories/helpful-docs-imgs/tnbcbroch-5megs.pdf	2002

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Associate Planner, City of Sacramento	Grace Hovey	ghovey@cityofsacramento.org	916-264-7601
Executive Director, NBC	John Roberts	jroberts@natomasbasin.org	916-264-8246
ADDRESS			
General	Natomas Basin Conservancy 2150 River Plaza Drive, Suite 400 Sacramento, CA 95833		
OTHER			
Email			
Phone	916-649-3331		

SAN JOAQUIN COUNTY
MULTI-SPECIES CONSERVATION PLAN

BACKGROUND	
History	The City of Stockton began the HCP for Swainson's hawk in 1990. San Joaquin County developed an HCP for the San Joaquin kit fox in 1993. Planning for a regional, multi-species plan began in late 1993, spearheaded by San Joaquin Council of Governments. A steering committee, divided into the Habitat Policy Advisory Committee and a technical committee (the Habitat Staff Working Group), was established in 1994 to guide the planning process. Plan adopted and permits issued in 2001.
Mission/Purpose	Conserve habitat for endangered and threatened species, enable a speedier and less complicated regulatory approval process for new development, and provide recreational benefits, preserve scenic values, and preserve agricultural and open space lands.
Type	**Non-profit—San Joaquin Council of Governments, Inc.** created as a parallel organization to the San Joaquin COG, to allow its staff to handle monetary transactions and apply for and receive grant funding. SJCOG, Inc. and SJCOG have the same Board of Directors, and meetings are conducted concurrent with each other.
Area	Preserve area will be over 100,000 acres, with 90% conserved through easements, and 10% through fee title acquisition. The vast majority of the preserve area will be agricultural land. As of 2005, 5,245 acres have been preserved. 97 covered species
Partners	SJMSCP Permittees: • Cities of Escalon, Lathrop, Lodi, Manteca, Ripon, Stockton, and Tracy • San Joaquin County (including the San Joaquin County Superintendent of Schools) • Stockton East Water District • East Bay Municipal Utility District • California Department of Transportation • San Joaquin Council of Governments • San Joaquin Area Flood Control Agency • South San Joaquin Irrigation District Responsibilities of Permittees: collection of fees, maintenance of implementing ordinances/resolutions, conditioning permits, and coordinating on Annual Report accounting.
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	SJCOG, Inc. Board of Directors
Duties & Responsibilities	Administers the SJMSCP on behalf of the plan's participants. Collects development fees from plan participants and makes final decisions on preserve land acquisitions and easement purchases. Ensures that monitoring and management of lands are undertaken. While SJCOG, Inc. has achieved nearly all of its conservation efforts so far through the purchase of conservation easements, it recently completed its first fee-simple acquisition. Although the SJMSCP allows SJCOG, Inc. to hold preserve lands itself, it has chosen to transfer any preserve lands it actually acquires to third parties. After applying an easement to the property it acquired, SJCOG, Inc. re-sold it back to a farmer, who agreed to adhere to a Management Agreement under the SJMSCP.
Composition	1 elected official from each participating jurisdiction, except Stockton (2 reps) and San Joaquin County Board of Supervisors (2 reps). Permitting Agency and plan participants who are not elected officials serve in an ex-officio advisory capacity, at their agency's discretion.
Appointment	N/A for Board. No term for HTAC.
Meetings	Once a month
Committees	**Habitat Technical Advisory Committee (HTAC):** provides biological, technical, and operational support and recommendations to JPA. Serves as an intermediary between "on the ground" SJMSCP activities conducted by the Land Manager and the final decision-making

	function of the SJCOG, Inc. Board of Directors. Membership includes representatives from: o USFWS/CDFG o Local agricultural community o Local conservation community o San Joaquin County Agricultural Commissioner o Cities of Lodi, Stockton, Escalon, Tracy, Ripon, Lathrop, and Manteca o San Joaquin County o *U.S. Army Corps of Engineers (upon issuance of a Federal Clean Water Act regional general permit, or equivalent)* o *U.C. Cooperative Extension Farm Advisor*
Voting Procedure	Simple majority. However, if permitting agencies (USFWS and CDFG) do not approve a staff report it cannot move on for approval to the Board.
Compensation	None.
Legal Counsel	SJCOG, Inc. currently provides for funding for basic legal administration. However, they have no contingency in case they should lose a major lawsuit, for example. Thus, the economic analysis currently being conducted to determine the needed level of an increase in the development fee is taking such a possibility into account.
STAFF AND FACILITIES	
Total Staff (FTE)	SJCOG, Inc. has 2 full-time staff members, a Regional Planner and a Senior Planner, who are independent of the SJCOG.
Executive Director	Executive Director of SJCOG; however, nearly all responsibilities are handled by the 2 staff members (a Regional and Senior Planner) who work for SJCOG, Inc.
Other Staff	Other staff are actually employed by the parallel agency SJCOG. For example, the Deputy Executive Director of SJCOG also acts as the Treasurer for SJCOG, Inc., and serves as the immediate boss of the 2 independent staff members who work only for SJCOG, Inc.
Science Advisors	Although the organization does not have an established institution for providing objective scientific advice other than the hired consultants, the Habitat Technical Advisory Committee (HTAC) is made up of professionals with expertise and experience in conservation planning. SJCOG, Inc. has considered hiring a biologist, but is not currently pursuing the idea.
Facilities	Staff are housed at the SJCOG offices.
Work in-house or contracted	The 2 full-time SJCOG, Inc. staff are responsible for handling incoming projects and securing new acquisitions and easements. Biological monitoring is contracted out to 6 different firms, while land management responsibilities are contracted to Jones & Stokes.
FUNDING	
Revenue/ Expenditures	**Total Cost for SJMSCP:** approximately $212,000,000 • Acquisition: 65% (as projected by the MSCP) • Enhancement: 14% • Land management: 17% • Administration: 4%. *Calculation is based on a total balance of $11,264,717 which has been expended or earmarked out of total revenues of $16,177,138 so far. As of Dec 31, 2005, therefore, there was a balance of $5,501,923 which is not included for the purposes of these calculations. **Revenue Sources** • TOTAL: $16,765,641 (as of Dec 31, 2005) • Habitat Mitigation Fees** o *Projected by SJMSCP:* 67% total; 60% will come from *new* development) o *Cumulative Total:* 93.5% ($15,684,058) • Other Funding Sources (33% *projected by SJMSCP*, 6.5% *cumulative total*) o State and Federal Sources: • 16% projected by SJMSCP

	• 3%: cumulative total ($491,875 in State Mitigation Funds; $34,291 in Bureau of Reclamation Funds) o Revolving Fund / Re-sales: 10% o Conservation Bank revenue: 2% o Lease Revenue & Other: 5% **SJMSCP Development Fees (2006): • Multi-Purpose Open Space: $1,651 • Natural: $3,304 • Agriculture: $3,304 • Vernal Pool – uplands: $10,081 • Vernal Pool – wetted: $60,379 State and federal grant sources have dried up, however, and thus the plan's funding ratios are currently unobtainable as envisioned. In response, SJCOG, Inc. has sought to make up for the difference by increasing development fees; the current fee of $3,145/acre is more than double the initial fee of $1,500. A forthcoming economic analysis, in fact, will likely recommend a further tripling or quadrupling of the development fee to between $9,000 and $14,000. See discussion under *Problems/issues with implementation*. For the first 5 years of SJCOG Inc.'s existence, all of the revenue collected went to a single account. In the past year, however, it has started to separate revenue and expenditures by projects, to better track how money is spent. While theoretically the funds are now separated, in reality money can still be taken from any source if it is needed for emergency use for some other project, for example.
Annual Operating Budget	• Project Management: $119,187 (2005) o $330,120: cumulative total (6 years) • Administration: $256,009 (2005) o $631,554: cumulative total (6 years)
Endowment	SJCOG, Inc. is building an endowment to provide for future management and monitoring.
OTHER	
Conservation partners or other relationships	SACOG, Inc. has successfully coordinated joint acquisitions and easement purchases with non-profit organizations such as the Central Valley Farmland Trust, the Trust for Public Land, and The Nature Conservancy. However, because all of the MSCP funding comes from direct mitigation, they *have* to restrict what types of crops are grown on the lands affected. Because the non-profit groups receive much of their money from the state, however, they *cannot* restrict what types of crops are grown on the lands. Therefore, SACOG, Inc. and the non-profit groups cannot partner to jointly acquire or manage a property together; they can, however, coordinate their activities to ensure that adjacent lands are conserved. **Neighboring Landowner Protection (NLP) Program:** The NLP Program seeks to involve landowners adjacent to preserve properties in efforts to help prevent the degradation of preserve lands due to activities on adjacent lands. So far, the program has been started for 4 preserves, and other neighboring landowners have expressed an interest.
Problems/issues with implementation	• **Rising Cost of Land & Funding Difficulties:** The rapidly rising cost of land, combined with a shortfall in needed revenue, has resulted in a rapid escalation in development impact fees which provide the main source of funding. Rising land costs are a result of development growth within San Joaquin County as well as competitive pressure from the county's agriculture mitigation program (*see below*). A shortfall in revenue is a result of the drying up of state and federal grant sources, which were anticipated to provide about 30% of the needed revenues at the time of the plan's adoption. Additionally, the development impact fee, only $1,500 per acre at the time of the plan's adoption, was deliberately lowered from the economic analyses' recommendation of $2,500 to make the plan more politically palpable to the cities within San Joaquin County and to finally

	bring the tumultuous 8-year planning process to a close. While the plan was adopted, it was also severely under-funded initially and even today, after the development fee has been more than doubled already, there is still a significant shortfall in needed revenues. A consultant is currently completing an economic analysis study to determine what the fee should be raised to, and it is estimated that the fee will need to be tripled or quadrupled to $9,000 — $14,000 an acre to provide the necessary funding. • **Competition with Other Mitigation Programs:** The rising cost of land is partly being fed by the MSCP's competition for easements with San Joaquin County's agricultural mitigation program. Because both programs are seeking to acquire easements on the same farmland, their relative lack of cooperation so far is beginning to lead to a competitive easement environment. It is possible that in the future the 2 programs could be folded into each other, or at the very least their resources coordinated. • **Land Acquisition:** While the SJCOG has collected more than $7 million in fees from developers, they have preserved relatively little land so far. Farmers in the county have not been particularly willing to sell land or easements. • **San Joaquin Council of Governments (SJCOG):** Through the planning process, the SJCOG provided a useful, neutral forum for the participating jurisdictions to reach agreement within. Now, however, oversight by the SJCOG's Board of Directors has created some issues. Because SJCOG is primarily a transportation agency, elected officials on its Board of Directors cannot focus their attention on fully educating themselves about the details of issues involved with the SJMSCP. Thus, when the Habitat Technical Advisory Committee (HTAC) sends recommendations for action to the Board, the process of approval is often significantly slowed down because officials on the SJCOG Board, who were not involved in the process leading up to the crafting of the recommendation, are asked to make difficult decisions often without having the background to be able to fully comprehend the issues involved. Additionally, because many of the decisions affect political stakeholders, decision-making by elected officials at the Board level is often politicized. o **Options for the Future?** Kevin Torell, Regional Planner for SJCOG, Inc., doesn't ever envision his team needing its own separate offices or complete decision-making independence. However, as land conservation goals are completed, the MSCP staff will need to focus increasingly on land management and monitoring responsibilities, further moving their mission away from the core purpose of SJCOG. Thus, MSCP implementation could eventually be shifted away from SJCOG; for example, it could be integrated with the county agency responsible for the agricultural mitigation program.

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
San Joaquin Council of Governments	http://www.sjcog.org/sections/habitat/sjmscp?key=8	
DOCUMENTS		
Title	**Source**	**Date**
Implementing Agreement – "Appendix J"		
Annual Report	Provided by Kevin Torell, 4/27/06	2005
INTERVIEWS		
Person	**Position**	**Date**
Kevin Torell	Regional Planner / Habitat Conservation Plan (SJCOG, Inc.)	4-27-06

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Regional Planner, San Joaquin Council of Governments, Inc.	Kevin Torell	ktorell@sjcog.org	209-468-3913
Senior Planner, San Joaquin Council of Governments, Inc.	Steve Mayo		209-468-3913

ADDRESS	
General	San Joaquin Council of Governments 555 E. Weber Avenue Stockton, CA 95202-2804

OTHER	
Fax	209-468-1084
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SONORAN DESERT CONSERVATION PLAN

BACKGROUND	
History	In 1998, Pima County initiated the Sonoran Desert Conservation Plan (SDCP) in response to the conservation needs of federally listed endangered species. The SDCP incorporates 3 parts: a conservation plan, an update of the comprehensive land-use plan, and adoption of a Multiple Species Conservation Plan (MSCP). The SDCP was incorporated into Pima County's comprehensive land use plan in December 2001; currently, the county is in the final stages of finishing the MSCP, to receive a federal incidental take permit for 55 species.
Mission/Purpose	Ensure survival of plants, animals and biological communities indigenous to Pima County.
Type	**County**—Science Conservation Commission—Government working group appointed by Pima County Board of Supervisors
Area	Approximately 258,645 acres, in conjunction with state and federal lands; take for 55 species.
Partners	The process has been led by the Pima County Board of Supervisors, which is coordinating with 12 major government land managers and about 40 community groups.
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	**Science Conservation Commission** (SCC)—reports to Board of Supervisors
Duties & Responsibilities	Oversees the implementation of MSCP, monitors the progress of DCP, and informs/advises the Board of Supervisors: • Reviews Pima County MSCP Permit Application and annual status reports. • Monitors or coordinates the monitoring of incidental take. • Tracks the progress toward meeting goals and reaching desired future conditions (DFCs). Recommends changes to management strategies as needed. • Oversees implementation of Adaptive Management and Monitoring components of the Pima County MSCP. Identifies and prioritizes research and monitoring needs. • Identifies long-term program and structure elements needed to incrementally achieve the Pima County MSCP commitments. • Prepares "State of the Conservation Lands System" Report, which describes and monitors the health of the environment in terms of key indicators.
Composition	SCC is comprised of representatives of the Technical Advisory Teams (Science, Ranching, Cultural Resources, and Recreation), permanently staffed and funded by Pima County.
Committees	**Pima County Invasive Species Work Group:** inter-agency County work group that coordinates and prioritizes invasive species identification, mapping, control, and eradication efforts on Pima County lands and invasive source lands that impact County lands.
Compensation	unknown
Start-up: Alternatives Considered	Considered setting up a 501c3 to take advantage of private funding, but County is prevented from setting up a nonprofit by state law; may partner with a Friends group. County didn't want to give up authority to a separate group.
Legal Counsel	County
Insurance	County
STAFF AND FACILITIES	
Total Staff (FTE)	County Natural Resources Parks and Recreation Department is doing management, but not monitoring
Executive Director	NA
Science Advisors	University of Arizona, Sonoran Desert Museum, National Park Service
Facilities	County

Work contracted out	County plans to contract out monitoring
FUNDING	
Revenue/ Expenditures	**Revenue:** • **Public Sources:** o *Not less than* 50% of the funding for land acquisition. o **Confirmed:** ▪ *Conservation Bond Program:* Passed by Pima County voters in 2004. Provides over $1000 million in funding for land acquisition and conservation easement purchases, with the highest priority being lands necessary to implement the MSCP. The bond established the Pima County Conservation Acquisition Commission for the purpose of making recommendations to the Board of Supervisors as to which parcels to acquire. o **Proposed:** ▪ *Floodprone Land Acquisition Program (FLAP):* Pima County expects to pursue a bond initiative to provide funding for the acquisition of lands prone to flooding. ▪ *Sales Tax:* Pima County will explore the feasibility of increasing sales taxes to obtain lands for the MSCP. ▪ *Pima County General Fund:* the county will increase funding from its General Fund budget toward the management and monitoring of conservation lands by its Natural Resources Parks and Recreation Department Staff. ▪ *Arizona Game & Fish Department's Heritage Fund:* Pima County will pursue Heritage Fund grant requests. ▪ *Arizona Preserve Initiative:* Pima County will work with the State Land Department to gain Arizona Preserve Initiative Funding. ▪ *Public Lotteries:* Pima County will support State legislation to establish county-by-county lotteries, the revenues from which will fund Arizona Preserve Initiative projects within the county and the purchase of development rights. ▪ *Federal Line-Item Appropriations:* Pima County will encourage its Congressional Representatives to pursue appropriations contributing to the goals of the MSCP. ▪ *Other:* Depts. of Interior, Agriculture, Defense, Land &Water Conservation Fund, National Wildlife Foundation Challenge Grants, Applicable Farm Bill funding, National Oceanic and Atmospheric Administration (NOAA) • ***Private Sources:*** o Funding from affected private landowners will account for *no more than* 50% of the cost of land acquisition. o **Mitigation Fees:** Pima County will implement an equitable mitigation fee program with an option whereby property owners may achieve impact mitigation independent of the County fee program. o **Impact Fees:** Pima County will pursue and support State legislation granting Counties the statutory authority to impose open space impact fees. Currently, counties in Arizona do not have this authority. **Expenditures:** • Estimated Annual Maintenance and Management Costs (40,253 acres): $1,103,600 o Includes cost ($60,500) of managing 20,840 acres of third-party lands by agreement, under a $5,000 - $10,000 annual flat fee per property o Stewardship costs on 7,497 acres are estimated at $45 per acre o Restoration costs on 11,711 acres are estimated at $60/acre minimum



	○ Oversight costs on 205 acres are estimated at $15/acre ○ The expected annual management cost will grow as Pima County continues to acquire lands and conservation easements. • Estimated Annual Monitoring Costs: ○ $30 per acre; however, actual costs will vary widely depending on the level of effort and geographic area.
Annual Budget	Not yet known
Endowment	none
OTHER	
Conservation partners or other relationships	Collaborative partnerships with the University of Arizona, various non-governmental organizations, land resource management agencies, and multi-disciplinary groups such as the cooperative ecosystem studies units, including • Shared staffing and use of equipment; • Matching or other shared funding of land acquisitions/conservation easements; • Joint efforts in surveying, monitoring, and management responsibilities; • Coordinated efforts in biological data management; • Public information, outreach, and environmental education efforts and materials; • Coordination and use of local contributions, including land, trusts, volunteer support, and other in-kind services. **Cooperative Agreements** between Pima County and federal resource management agencies. **Coordination Agreements** between Pima County and USFWS which clarify responsibilities relative to land management, species protection, monitoring efforts, public education and other actions to be taken in support of the MSCP.
Problems/issues with implementation	Struggling with how to fund management and monitoring; currently, the County's General Fund is the only source of funding for these tasks. In early phases of developing monitoring plan, based more on ecosystem function at a landscape scale, rather than on species population trends. Contracting out all monitoring tasks will not be coordinated; not enough oversight.

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
Sonoran Desert Conservation Plan	http://www.pima.gov/cmo/sdcp/index.html	Pima County, AZ
The Biodiversity Partnership	http://www.biodiversitypartners.org/habconser/sprawl/SDCP.shtml	
DOCUMENTS		
Title	**Source**	**Date**
Pima County MSCP	http://www.pima.gov/cmo/sdcp/reports/SDCP.MSCP.III.pdf	01-03-06
Direction of Regional Habitat Conservation Planning	http://www.pima.gov/cmo/sdcp/reports/d11/008DIR.PDF	05/1999
INTERVIEWS		
Person	**Position**	**Date**
Sherry Barrett	USFWS	6/28/06

CONTACT INFO

ADDRESS	
General	Sonoran Desert Conservation Plan Pima County Administrator's Office 130 West Congress, 10th Floor Tucson, AZ 85701
OTHER	
Phone	• (502) 740-8162

WESTERN RIVERSIDE COUNTY MULTIPLE SPECIES HABITAT CONSERVATION PLAN

BACKGROUND	
History	The Western Riverside County Regional Conservation Authority (RCA) was established in 2004 to administer the Western Riverside Multiple Species Habitat Conservation Plan (MSHCP), a regional, multi-jurisdictional habitat conservation plan.
Mission/Purpose	Acquire, administer, operate, and maintain land and facilities to establish habitat reserves for the conservation and protection of species as required by the MSHCP.
Type	Joint Powers Authority (JPA) between Riverside County and 14 cities listed under Partners
Area	The proposed Conservation Area would be approximately 500,000 acres (350,000 acres of existing local, state and federal lands and an additional 153,000 acres which would be conserved under the plan). 97,000 acres of the 153,000 acres will be conserved as the local mitigation component, 6,000 acres will be conserved as mitigation for State Permittee projects (Caltrans and State Parks), while the Wildlife Agencies will contribute an additional 50,000 acres. 41,000 of the 97,000 acres will accrue through the implementation of developer incentives and on-site set-asides accomplished through the development review and land use entitlement process, while the remaining 56,000 acres will be acquired.
Partners	1. County of Riverside 2. Riverside County Flood Control and Water Conservation District 3. Riverside County Regional Parks and Open Space District 4. Riverside County Waste Management District 5. Riverside County Transportation Commission 6. Cities (14): Banning, Beaumont, Calimesa, Canyon Lake, Corona, Hemet, Lake Elsinore, Moreno Valley, Murrieta, Norco, Perris, Riverside, San Jacinto, Temecula 7. CalTrans 8. California Department of Parks and Recreation 9. United States Fish and Wildlife Service and California Department of Fish and Game
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Board of Directors
Duties & Responsibilities	Provides the primary policy direction for the implementation of the MSHCP and provides opportunities for public participation in the decision-making process. The Implementing Agreement identifies the City Managers from the 14 Cities and the County Administrative Officer as the responsible officials for implementation of the plan at the local level.
Composition	19 voting members: all 5 Riverside County supervisors, and the Western Riverside Council of Governments (WRCOG) Executive Committee member from each of the 14 cities. The JPA agreement states that each regular and alternate member of a City must hold an elective office; however, in practice the alternate members are sometimes a city's planning director but are usually elected officials as well. Board selects a Chairperson and Vice-Chairperson.
Appointment	Terms determined by their respective appointing entities
Meeting Schedule	Board and Administration Committee meet once per month. The Reserve Manager Oversight Committee (RMOC) was supposed to meet twice per year, but has in actuality met more often. Regular and special meetings are held on the same dates as meetings of the Executive Committee of the Western Riverside Council of Governments (WRCOG).
Committees	**Administrative Committee:** Is appointed by the RCA Board Chairperson and ratified by the Board. The Committee is composed of 7 members, at least 2 but no more than 3 of which represent the County, in addition to the Committee Chairperson and Vice-Chairperson. Oversees all RCA administrative and staff functions, recommends staff positions, job descriptions and salaries, and considers other such matters as delegated to it by the Board.

	Reserve Manager Oversight Committee (RMOC): Serves as the intermediary between the Reserve Managers and the decision-making function of the RCA; it is intended to be where the implementing agencies discuss technical issues of implementation and then make recommendations to the RCA. The JPA Agreement states that the RMOC shall be composed of, at a minimum, 1 representative from USFWS, CDFG, Riverside County Regional Parks and Open Space District, the Bureau of Land Management, US Forest Service, California Department of Parks and Recreation, the RCA, and up to 5 other private or public agencies or entities that own or manage land within the MSHCP Conservation Area. Additionally, the RMOC shall be chaired by the Executive Director. In actuality, however, the committee's 2004-2005 membership was composed of 11 City and County representatives, 1 representative each from CDFG, Riverside County Flood Control, Riverside County Habitat Conservation Agency, BLM, the US Forest Service San Bernardino office, the US Forest Service Cleveland office, the California Department of Parks and Recreation, as well as 4 other private or public agencies or entities that own or manage land within the MSHCP Conservation Area. Additionally, the committee is chaired by the County of Riverside Regional Parks & Open Space District representative. **Funding Coordination Committee (FCC):** Provides input and recommendations, through the Executive Director, to the Board on local funding priorities and additional Reserve Lands acquisitions, prioritizing areas for conservation as requested. RCA representatives on the committee are appointed by the RCA Board of Directors; additionally, the committee has a representative from each of the Wildlife Agencies. The JPA Agreement states that members of the FCC shall have, to the extent feasible, expertise in real estate or land use planning and/or experience implementing large-scale conservation programs. Additionally, County and City Planning Directors are invited to all FCC meetings. *See "Problems/Issues with Implementation" for further discussion.*
Public Notice of Meetings	All Board meetings are subject to provisions of the Ralph M. Brown Act (commencing with Section 54950 of the California Government Code).
Voting Procedure	Official acts must be passed by a majority of the members of the Board. However, any member of the Board, immediately after a vote of the Board and prior to the start of the next item on the agenda, may call for a weighted vote. For an item to be passed by weighted vote, all the of the following requirements must be met: • Approved by a majority of Board members present at the meeting who represent the Riverside County Board of Supervisors; • Approved by a majority of Board members who represent Cities; and • Approved by Board members who represent Cities representing a majority of an equal combination of (1) the population of the county living in incorporated areas within the boundaries of the MSHCP Plan area, and (2) the acres within these incorporated areas anticipated to be conserved within the Criteria Area as established by the MSHCP.
Compensation	Members are entitled to compensation for Board participation and necessary traveling and personal expenses; compensation is fixed by the Board.
Reporting Requirements	RCA prepares an annual report of total habitat area lost and conservation contributions made to the MSHCP Conservation Area. The Monitoring Program Administrator annually submits the following to the RMOC: (1) work plans containing a description of monitoring efforts proposed for the following year, survey protocols, schedule for field work and an estimated budget; (2) a 3-5 year projected schedule and cost estimate for implementation of the Monitoring Program; and (3) an annual report summarizing the results of monitoring activities over the previous 12 months. The RCA is supposed to contract with an independent certified public accountant or firm to make an annual audit of the accounts and records of the RCA, and a complete written report of such audit filed annually as public records.



STAFF AND FACILITIES	
Total Staff (FTE)	*Salary figures below represent estimations based on 2003 dollars, and do not include any special executive packages such as car allowance, special 401(k) plans, or overhead costs.*
Executive Director	**Executive Director (**$155,000/year)**:** Administers the MSHCP for compliance with its duties and responsibilities. For the first 3 years, the RCA shall contract with Riverside County to provide an appropriate Department or individual to act as Executive Director. Reports to the RCA Board's Administrative Committee.
Other Staff	**Deputy Executive Director:** $120-145,000/year **Board Clerk:** Technical professional, responsible for minutes, resolutions, etc. $80,000/year **Treasurer:** because the RCA is operating through the County's financial system, the County Auditor/Controller has been performing this duty. **Controller:** because the RCA is operating through the County, the County Auditor/Controller is by default serving this purpose. **Land Acquisition Coordinator:** $80,000/year County officers contracted to the RCA: • **Secretary:** $40,000/year • **Accountant Tech:** $40,000/year • **GIS Technician:** $65-70,000/year • **Information Technology:** $65-70,000/year Additional staff provided by contract include: • **Dudek & Associates**: Biologists and other staff assist with reviewing projects for consistency with the MSHCP, writing the annual report, and other tasks required for the plan's administration (but not monitoring or management). about $300,000/yr. • **General Counsel**: about $300,000/yr. • **Reserve Managers:** Along with the Reserve Manager Oversight Committee (RMOC), the Reserve Managers implement management activities. The managers are provided through a contract with the Riverside County Parks and Open Space District. All Reserve Managers report to the Executive Director. The contract is currently for more than $400,000/yr, and has been increasing rapidly over time. **Monitoring Program Administrator:** Responsible for implementing the Monitoring Program. The candidate is selected by the RCA, but for the first 8 years of the Permits the Administrator is an employee at CDFG. At the end of the initial 8-year period, the RCA can continue with CDFG or select an alternative individual or entity to provide for the Administrator. While the position's salary is about $70,000 year, the actual cost for the position is approximately double that, including vehicle and other benefits. **Biological Monitors:** Part-time, provided by USFWS; protocol development, data collection. **Field Staff:** 1 position is provided by CDFG, works for Monitoring Program Administrator.
Science Advisors	The Implementing Agreement states that the Executive Director shall, as appropriate, appoint independent science advisors with input from the RMOC on an annual basis, and the JPA Agreement states that the Board shall retain, as appropriate, independent science advisors on an annual basis who shall then report to the Executive Director. However, the RCA has not appointed any independent science advisors thus far.
Facilities Location	The RCA maintains its own offices, which it leases from the County. Additionally, IT support, etc. are contracted for with the County.
Work done in-house or contracted out	The County's Facilities Management Division does the acquisition process under contract to the RCA. Its role is to contact the landowners, obtain title reports, and finalize purchase agreements. The escrow is closed when the RCA delivers a check to the title company at which time the title vests in the name of the RCA. The Facilities Management Division bills

	the RCA based on the actual hours spent on acquisitions. Land owned by the RCA is managed through a contract with County Parks and Open Space, which is set up as a JPA separate from the County (although both have the same Board members). The long-term plan, however, is for the RCA to manage RCA lands, including local jurisdiction lands. The wildlife agencies will continue to manage their own lands. During Plan development, the RCA initially had a contract with UC Riverside to prepare a monitoring plan. Eventually, however, the CDFG's Resource Assessment Program (RAP) prepared the framework monitoring plan that was included in the MSHCP documents. Additionally, the RAP has taken the lead in implementing the Biological Monitoring Program by purchasing field supplies, developing and testing protocols, expanding databases, initiating a vegetation mapping project, and contracting with universities and other agencies to assist with implementation. For example, the RAP contracted in 2002 with Aerial Information Services, Inc. to create a new vegetation map using aerial imagery. The RCA contracts with the Santa Ana River Conservancy for personnel to help staff the field monitoring crews for the monitoring program. The contract personnel report to the Monitoring Program Administrator. The RCA JPA allows the board to contract with WRCOG or any other public entity to provide administrative/personnel service to the RCA.
Resource Requirements	CDFG pre-purchased needed field equipment for the Biological Monitoring Program. However, one ongoing issue has been a lack of vehicles for use by the Monitoring Program.
FUNDING	
Start-up/ one-time costs	Preparation of an initial inventory and assessment to obtain additional scientific data about the biological resources covered by the MSHCP. This initial phase of inventorying and assessing species, wildlife communities, and habitats will last for approximately 5 years.
Revenue/ Expenditures	Local Funding Sources • **Local Development Mitigation Fees**: Estimated at $540 million over a 25-year period. City/County per-unit mitigation fees are $1,650/ac for residential and $6,000/ac for commercial. County must remit to the RCA a portion of the funds it receives from sources such as solid waste facility tipping fees. • **Regional Infrastructure Project Contribution**: Estimated to contribute about $371 million over 25 years. $153 million of this comes from the Riverside County Transportation Commission's Measure A funding. • **Landfill Tipping Fees**: About $100 million total; collected by the County. • **Density Bonus Fees**: This is one of several incentive plans that will contribute to conservation without acquisition. Density Bonus Fees are estimated at $58 million over 25 years, and are collected by the County. Transfer: Implementing Agreement calls for the County and Cities to transfer fee income to the RCA on at least a quarterly basis to be expended to fulfill the terms of the MSHCP, while the JPA Agreement states that all development mitigation fees collected by the Parties shall be forwarded to the RCA within 9) days after receipt by each Party. The Cities and County must transfer development fees to the RCA monthly. However, the County has not been regularly transferring the tipping fees, a situation which has caused difficulties since it is the primary source for management and monitoring funding. Based on the RCA's General Council direction, City/County development mitigation fees can only be used for acquisition and annual operations of the RCA (staff, etc.), while County tipping fees money is the only on-going source of funds for management and monitoring.



Annual Operating Budget	The annual budget for reserve management was anticipated to be $6.2 million annually and $1.4 million for monitoring. The annual budget for monitoring is developed by the Monitoring Program Administrator and Executive Director, and then goes to the Reserve Manager Oversight Committee for approval. The annual budget for the management of the reserve is jointly developed by the Executive Director and the County Parks and Open Space District and also goes to the RMOC for initial approval. The Executive Director prepares the annual budget for program administration which was anticipated to be approximately $1.2 million annually. RCA may contract with WRCOG to prepare an annual budget.
Endowment/ Capital Campaign	The Plan requires an endowment fund for Adaptive Management. To meet its anticipated level ($75 million at year 25) would require a deposit of $1.5-$2 million/year. The endowment will eventually provide about $3.5 million annually towards Adaptive Management needs. For the first 25 years, the local funding program must directly fund the Adaptive Management Program.
OTHER	
Conservation partners	The RCA leases space from the Resource Conservation District, a federal agency under the Natural Resources Conservation Service.
Problems/issues with implementation	• **Data Collection:** One of the primary difficulties has been getting enough data collected. The management program needs more staff to handle monitoring 14) species; the RCA has not staffed the monitoring program as specified in the Monitoring Plan, and the sheer amount of workload necessary was not properly anticipated. • **Coordination:** The sheer variety of agencies and entities involved makes coordination and unity difficult. As each agency operates under a different set of rules, coordinating a unified program has been difficult. This has created problems regarding responsibility for land management; for example, certain agencies don't want to manage other entities' land nor allow others to manage their land. This is both a result of personality conflicts as well as simple structural issues. • **Committees:** Committees like the Reserve Manager Oversight Committee (RMOC) and the Funding Coordination Committee (FCC), which were meant as arenas for discussion of technical, science-based policy recommendations, have instead become mere microcosms of discussions that already take place at the larger Board of Directors. Guidance contained in the MSHCP Plan and even in the Implementing Agreement about the role and make-up of the various committees has not been strictly followed. For example, elected officials from the cities and counties have taken a dominant role on the RMOC, while members of the FCC have been appointed without regard for the Plan's requirement that they have expertise in real estate or land use planning. The configuration of the FCC has precluded significant discussions on critical land acquisition issues and has internalized it within the RCA staff.

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
Western Riverside County RCA	http://www.wrc-rca.org/	
Riverside County Integrated Project, Conservation Plan	http://www.rcip.org/conservation.htm	
DOCUMENTS		
Title	**Source**	**Date**
IA	http://www.rcip.org/mshcpdocs/vol3/Implementing%20Agree.pdf	



RCA Annual Report	http://www.wrc-rca.org/AnnualReport_2004/RCA_2004_Annual_Report.pdf	2004
Joint Exercise of Powers Agreement Creating the RCA	http://www.wrc-rca.org/Permit_Docs/Ord_Res_Docs/JPA_RCA.pdf	01/27/04

INTERVIEWS		
Person	**Position**	**Date**
Ron Rempel	Former Executive Director, RCA	11/17/05

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Former Executive Director, RCA	Ron Rempel	N/A	N/A
Deputy Executive Director, RCA.	Joe Richards		951-955-9700
Monitoring Program Administrator (CDFG)	Yvonne Moore	ymoore@dfg.ca.gov	909-248-2552
Land Acquisition Coordinator	Kenny Graff		
Public Information Officer, Riverside Co.	Ray Smith		909-955-1130
Chair, RCA Board (Councilman, City of Murrieta)	Kelly Seyarto	seyarto@mail.ez2.net	951-461-6010
Vice Chair, RCA Board (Riverside County Supervisor, Third District)	Jeff Stone	jstone@rcbos.org	951-955-1030

ADDRESS	
General	Western Riverside County Regional Conservation Authority 4080 Lemon Street, Twelfth Floor Riverside, CA 92501

OTHER	
Phone	• 951-955-9700

CHICAGO WILDERNESS

BACKGROUND	
History	Chicago Wilderness is a regional nature reserve. The Chicago Wilderness Consortium was launched in 1996 with 34 member agencies and organizations. It has grown to approximately 185 public and private organizations and has funded more than 190 collaborative projects.
Mission/Purpose	To protect, restore, and manage the natural lands of the Chicago region and the plants and animals that inhabit them by: 1. Documenting the region's varied natural communities. 2. Preventing the ongoing loss of critical habitat and promoting planned development. 3. Restoring historical natural communities on public and private lands. 4. Informing decision-makers and the general public about the world-class natural resources of the region and the need to protect and manage them. 5. Offering opportunities for local citizens to be involved in conservation efforts. Member organizations work together to develop and submit projects for review by the Consortium. Each project must address a critical conservation need, based on the key goals of the Biodiversity Recovery Plan: 1. Involve the citizens, organizations, and agencies of the region in efforts to conserve biodiversity and to apply public and private resources more extensively and effectively. 2. Improve the scientific basis of management by expanding research and monitoring. 3. Protect globally and regionally important natural communities. 4. Restore natural communities to ecological health. 5. Manage natural communities to sustain native biodiversity. 6. Develop citizen awareness and understanding of local biodiversity to ensure support and participation. 7. Foster a sustainable relationship between society and nature by adopting local and regional development policies that reflect the need to restore and maintain biodiversity. 8. Enrich the lives of the region's citizens. The Consortium produces publications for the general public, teachers, decision-makers, scientists, and land managers.
Type	**Public/private partnership**. Member organizations have signed a Memorandum of Understanding pledging their commitment to Chicago Wilderness goals.
Area	**>250,000 acres of protected natural lands**, located in the crescent of land around southern Lake Michigan, including southeastern WI, northeastern IL, and northwest IN.
Partners	**Approximately 185 public and private organizations**—federal, state, county, and local agencies, biological research and education institutions, and nonprofit organizations. Businesses can support local conservation efforts by becoming members of the Chicago Wilderness Corporate Council. The Council has a formal process for adding new members. http://www.biodiversitypartners.org/bioplanning/ecoregion/CW.shtml
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Steering Committee selected biennially by the Executive Council of the Chicago Region Biodiversity Council (CRBC)
Duties & Responsibilities	Steering Committee: • Provides overall direction for CRBC and reviews progress toward goals • Determines policy • Implements decisions made at meetings of the Executive Council • Reviews proposed project ideas developed by member organizations, based on criteria in the Biodiversity Recovery Plan • Decide on budgetary matters, including funding of special projects • Selects new members and a Chair of the CRBC • Approve use of CW name for fundraising and sponsorship



Composition	Council meetings are open to all members of the partnership. The Council has a formal process for adding new members. Two categories of members: • Executive Council—members who commit significant resources to CW • General—members that do not commit major resources to CW
Appointment	2 years
Meeting Schedule	• 2 or more Executive Council meetings per year • biennial meetings of the full CRBC
Committees	Steering Committee Coordinating Group Nominating Committee Proposals Committee 4 teams
Voting Procedure	Limited to Executive Council
STAFF AND FACILITIES	
Total Staff (FTE)	**6 full-time and 1 part-time staff members, all paid positions.** • Chicago Wilderness Program Coordinator • Education and Communication Team Coordinator • Chicago Wilderness Member and Government Outreach Manager • Director of Communications and Development • Manager of Individual Giving • Science and Natural Resources Management Team Coordinator • Sustainability Team Coordinator
Executive Director	Chicago Wilderness Program Coordinator
Other Staff	**Volunteer positions:** • Education and Communication Team • Science and Natural Resources Management Team • Sustainability Team
Science Advisors	The Science and Natural Resources Management Team serves as Science Advisors on a voluntary basis.
Facilities Location	Central office
Work contracted out	Inhouse staff supports the work of the consortium, but granting opportunities allow on-the-ground projects to be contracted out by the member organizations.
FUNDING	
Start-up/ one-time costs	U.S. Forest Service provided $700,000 to fund initial projects, including development of the Biodiversity Recovery Plan.
Revenue/ Expenditures	Financial support comes from member organizations, and local, state, federal, and private foundations. Current funders: USFWS, USDA Forest Service, Illinois Dept. of Natural Resources' C2000 Program, MacArthur Foundation, Boeing Corporation, and Chicago Community Trust. Past funders: Grand Victoria Foundation and U.S. EPA. **Total Revenue 1996-2003:** • 41%: member contributions • 23%: USDA Forest Service • 20%: U.S. Fish & Wildlife Service • 6%: foundations • 4%: IDNR/C2000 • 3%: other

	• 1%: Corporate Council • 1%: U.S. EPA GLNPO • 1%: private and corporate donations • **TOTAL: $21,025,428** **Revenue Fiscal Year 2003:** • 36.1%: USDA Forest Service • 26.2%: member contributions • 19.9%: U.S. Fish & Wildlife Service • 6.9%: MacArthur Foundation • 3.3%: Boeing Corporation • 3.0%: Corporate Council • 2.4%: IDNR/C2000 • 1.7%: Chicago Community Trust • 0.3%: ComEd/Exelon • 0.2%: misc. and individual contributions • **TOTAL: $2,909,771** **Publications:** • *Chicago Wilderness: An Atlas of Biodiversity:* funded by Illinois Conservation Foundation, The Nature Conservancy of Illinois, the State of Illinois Department of Natural Resources, Conservation 2000 Fund, U.S. EPA Great Lakes National Program Office, USDA Forest Service Northeastern Area, state and private forestry, and the U.S. Fish and Wildlife Service, Chicago, IL Field Office. • *Chicago WILDERNESS* Magazine: funded by subscription revenues • *2003 Annual Report:* Funded by USDA Forest Service Northeastern Area, state and private forestry, and U.S. Fish and Wildlife Service, Chicago, IL Field Office.
Operating Budget	About $1 million
Endowment	none
OTHER	
Problems/issues with implementation	In the process of creating a regional monitoring plan. Elected officials are included in the organization's work as much as possible.

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
Chicago Wilderness	www.chicagowilderness.org	
	http://www.consciouschoice.com/1995-98/cc093/chgowildfire0903.html	
DOCUMENTS		
Title	**Source**	**Date**
An Atlas of Biodiversity	Provided by Catherine Bendowitz via mail correspondence dated 01/25/06	January 2003
2003 Report	Provided by Catherine Bendowitz via mail correspondence dated 01/25/06	November 2004
Biodiversity Recovery Plan	http://www.chicagowilderness.org/pubprod/brppdf/CWBRP_chapter1.pdf	



INTERVIEWS		
Person	**Position**	**Date**
Catherine Bendowitz	Chicago Wilderness Program Coordinator	5/26/06

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Program Coordinator	Catherine Bendowitz	cbendowitz@chicagowilderness.org	(312) 580-2137

ADDRESS	
General	Chicago Wilderness 8 South Michigan Avenue, Suite 900 Chicago, IL 60603

OTHER	
Email	•
Phone	• Chicago Wilderness Information Line: (708) 485-0263 ext 396

COSUMNES RIVER PRESERVE

BACKGROUND	
History	Established by the Nature Conservancy in 1987. Between 1998 and today, the Preserve has grown from about 13,000 acres to 46,000 acres. The Bureau of Land Management, one of the Preserve's major partners today, became involved through its purchases of land to meet the objectives of the Pacific Flyway project, which sought to implement the North American Waterfowl Management Plan. The Cooperative Management Agreement is due for a major revision in approximately 2008.
Mission/Purpose	Safeguarding and restoring the finest remaining example of a California valley oak riparian (streamside) ecosystem and its surrounding habitats, to increase the Pacific Flyway's populations of migratory waterfowl and to demonstrate the compatibility of human uses, such as agriculture, recreation, and education, with the natural environment.
Type	**Public-private partnership**
Area	46,000 acres. The Nature Conservancy, California Department of Fish and Game, and Sacramento County own the largest acreages in the preserve; BLM owns about 2,400 acres.
Partners	**Land-owning "Cooperators" (6)** • Bureau of Land Management (BLM) – Folsom Field Office • California Department of Fish and Game (CDFG) • Ducks Unlimited, Inc. (DU) • California Department of Water Resources (CDWR) • Sacramento County Department of Regional Parks, Open Space, and Recreation • The Nature Conservancy (TNC) **Non land-owning** • CalFed Bay-Delta Program (CALFED) • National Fish and Wildlife Foundation (NFWF) • United States Environmental Protection Agency (USEPA) • United States Fish and Wildlife Service (USFWS) • Wildlife Conservation Board (WCB) DU, TNC, and BLM have taken the lead in managing the preserve, even though DU and the BLM own relatively small parcels of land compared to the other land-owning partners.
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Board of Directors
Duties & Responsibilities	1. Development of conceptual designs for restoration and/or management of the Preserve. 2. Development of strategies to fund or raise funds for the restoration and management of properties within the Preserve. 3. Review mitigation project proposals and/or opportunities for Preserve lands. 4. Review applications for any permits or approvals required. 5. Prepare annual work plan and report of activities coordinated by Preserve Manager. 6. Adopt Annual Work Plan needed to carry out the Management Plan.
Composition	One "administrative representative" appointed by each party. Meetings are convened and presided over by the Preserve Manager.
Meetings Schedule	Quarterly meetings have seemed to work best. At least 1 meeting per year is dedicated to development and approval of annual work plans for Preserve management.
Committees	No Board committees; operationally, the Board has tried to stay lean and sees itself more as a working group. If something requires extra work, a staff member or partner is assigned.
Public Notice	The Board is not subject to the Brown Act.



STAFF AND FACILITIES	
Total Staff (FTE)	3 (see below) plus staff of BLM, TNC, and DU
Executive Director	**Preserve Manager (PM):** Responsible for oversight of the Parties' activities that affect natural resource values; coordinating and administering all activities on the Preserve, including riparian and wetland restoration, agriculture management and leasing, and outreach. On behalf of BLM, enters into specific agreements with partners and farmers and other landowners adjacent to the Preserve. Cost and training responsibility are shared by TNC and BLM, which currently employs the PM as a member of its staff.
Other Staff	Each party is responsible for providing the funding and staff necessary for the monitoring and management of its lands within the preserve. BLM, TNC, and DU provide staff to coordinate the monitoring and management program. BLM coordinates closely with all parties on land restoration activities, provides expertise in wetlands management and in establishing sustainable agriculture and provides operational and managerial leadership to the overall project. TNC maintains approximately 10 staff for the Preserve. DU leads the development and management of wetlands on portions owned by DU, BLM, and TNC. **Wetlands Manager**: wildlife biologist funded and trained jointly by BLM and DU. **Site Coordinator:** Responsible for maintaining facilities and providing support to restoration, management, agriculture program, outreach, and visitor center operation. Funded by TNC, who also recruits/trains additional staff to assist the PM and Site Coordinator. Sacramento County Department of Regional Parks, Open Space, and Recreation provides a staff member to handle volunteer coordination and interpretation.
Science Advisors	none
Facilities Location	A Visitor Center is operated under an MOU between BLM and TNC.
Work done in-house or contracted out	Responsibility for the day-to-day activities of research projects may be delegated to an institution of higher education in California, or other entities deemed appropriate by all of the parties. TNC takes the lead in assigning such responsibilities. After receiving a grant in 2005 through the Cal-Fed Bay Delta Authority's watershed program, the Preserve will contract with an outside group to develop a comprehensive Management Plan as called for the in Cooperative Management Agreement.
FUNDING	
Revenue/ Expenditures	Each party must fund and staff monitoring and management of its lands. The PM coordinates contributions in money, staff, and in-kind contributions by the parties. The reduced availability of funding from any one of the parties may necessitate a curtailing of monitoring and management activities of its lands. Whenever possible, however, the parties reduce the scope of activities to adapt to changes in available funding, rather than terminate or suspend an activity; in such cases, priority is given to continuing habitat management. Specific sources: • Revenue from agricultural leases on the Flint Tract is used for all County costs. • TNC generally takes the lead in applying for and administering funding required to conduct riparian or grasslands restoration and farm renovation. • WCB contributes by buying and then donating land—usually to CDFG—and helped build a visitors' center, which was then donated to BLM.



Annual Operating Budget	The Preserve does not maintain an independent management entity or organization, because each land owning entity is individually responsible for the management and monitoring of its lands. Staff are maintained by individual entities. Therefore, each entity allocates funding individually every year, and there is no annual operating budget for the Preserve as a whole. Funding ratios between the different Preserve partners has been fairly stable over the years, even though funding from each partner has varied. Sacramento County has maintained stable funding sources through agricultural lease revenues.
OTHER	
Conservation partners	WCB serves as a conduit for land acquisition and provided money to build facilities. DU has taken the lead on development/management of wetlands across the entire Preserve.
Problems/issues with implementation	The Cooperative Management Agreement called for development of a comprehensive Management Plan since 1994, but the rapid rate of acquisition limited staffing and funding available. However, in 2005 Cal-Fed Bay Delta Authority provided a grant as part of the watershed program to develop a comprehensive management plan over the next 2 years.

SOURCES

Website: http://www.cosumnes.org/
Cooperative Management Agreement for Cosumnes River Preserve (June 1996): Cma6-96.doc
Phone interview with Rick Cooper, Preserve Manager, 01/12/06

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
TNC	Jaymee Marty	jmarty@tnc.org	916-683-6497
Preserve Manager	Rick Cooper		916-683-1701
ADDRESS			
General			
OTHER			
Email	•		
Phone	•		

EAST BAY PARKS

BACKGROUND	
History	The East Bay Regional Park District (EBRPD), the largest urban park district in the United States, was incorporated in 1934 as a California Special District under Sections 5500-5595 of the Public Resources Code of the State of California. The work of the EBRPD is supported by a voluntary body, the Regional Parks Foundation, which raises funds for the improvement of the parks. The Regional Parks Association is a local, independent environmental organization whose focus overlaps the EBRPD mission.
Mission/Purpose	**Mission**: acquire, develop, manage, and maintain a high quality, diverse system of interconnected parklands which balances public usage and education programs with protection and preservation of our natural and cultural resources.
Type	**California Special District**
Area	97,131 acres as of 2005 Annual Report. District's boundaries encompass 1,745 square miles on eastern side of San Francisco Bay, including all of Alameda and Contra Costa counties.
Partners	Regional Parks Foundation, Regional Parks Association
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Board of Directors
Duties	Appoints General Manager, approves budgets and policies
Composition	7 members elected by voters; each director represents a specific geographical area (ward) of the District
Term	4 years
Meeting Schedule	First and third Tuesday of each month
Committees	Board Operations Committee Natural Resources Committee Ecology Committee Liaison Committee Park Advisory Committee
Reporting Requirements	Annual reports
STAFF AND FACILITIES	
Total Staff	677 as of 2005 annual report
Executive Director	General Manager—Pat O'Brien
Hierarchy	10 Divisions: • Land • Management Services • Operations • Planning/Stewardship & Development • Public Affairs • Public Safety • Legislative Services • Legal • Human Resources • Finance
Science Advisors	Yes—Research; grazing management (Range Management Technical Advisory Committee); wildlife management; monitoring

Facilities Location	2950 Peralta Oaks Court Oakland 94605
Work contracted out	Most work done in-house, except for Science Advisors
FUNDING	
Start-up/ one-time costs	Funding for land acquisition and capital development is from Measure AA bond issue.
Revenue/ Expenditures	**Revenue**: **property taxes and assessment district levies**; Measure AA Property Taxes; Measure AA bonds; Measure CC Parcel Taxes; Assessments; Swimming Fees; Parking and Shuttle Fees; Camping Fees; Fishing Permits; Boat Usage Fees; Naturalist & Recreation Programs; Facility Rental; Entrance Fees; Concession Leases; membership fees; individual gifts; sales; grazing leases; communications leases. Also receives donations from Regional Parks Foundation, established in 1969 specifically to raise money for the East Bay Parks. **Expenditures**: 3%--Legislative & Executive 15%--Finance/Human Resources /Legal/Management Services/ Public Affairs 53%--Operations 3%--Land 8%--Planning/Stewardship & Development 18%--Public Safety
Annual Operating Budget	$ 140,291,046 for 2006
OTHER	
Conservation partners	Municipalities, resource agencies, Regional Parks Foundation

SOURCES

East Bay Parks website: www.ebparks.org
East Bay Parks Annual Report 2005
East Bay Parks Adopted Budget 2006

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Wildlife Resource Analyst	Dave Riensche	docquack@ebparks.org	(510) 544-2319.

ADDRESS	
General	East Bay Regional Park District 2950 Peralta Oaks Court Oakland, CA 94605-0381

MIDPENINSULA REGIONAL OPEN SPACE DISTRICT

BACKGROUND	
History	The Midpeninsula Regional Open Space District is a public agency created by voter initiative in 1972; it has expanded its boundaries several times since then—in 1976, 1992, and 2004.
Mission/Purpose	Purchase, permanently protect, and restore lands forming a regional open space greenbelt, preserve wilderness, wildlife habitat, watershed, viewshed, and fragile ecosystems, and provide opportunities for low-intensity recreation and environmental education.
Type	**Open Space District**—a special district with authority given by the State of California. Public Resources Code Section 5500-5595
Area	50,000 acres of preserved land in 25 open space preserves (24 of which are open to the public). The District's total land area is 350,000 acres, home to 741,000 people.
Partners	17 cities—Atherton, Cupertino, East Palo Alto, Half Moon Bay, Los Altos, Los Altos Hills, Los Gatos, Menlo Park, Monte Sereno, Mountain View, Palo Alto, Portola Valley, Redwood city, San Carlos, Saratoga, Sunnyvale, and Woodside.
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Board of Directors
Duties & Responsibilities	Decision-making body
Composition	District is divided into 7 geographic wards, each represented by an elected Board member.
Term of Appointment	4 years
Meeting Schedule	Second and fourth Wednesdays of each month. Special public hearings and neighborhood meetings are held periodically on specific issues. At least once a year special Board meetings are in the form of workshops, to provide a forum for feedback from the District's neighbors.
Committees	3 Board members on each committee. President of the Board cannot serve on a committee. • Legislative, Funding and Public Affairs • Real Property • Administration and Budget • Use and Management • Financing Authority Governing Board
Public Notice of Meetings	Hard copies of the agenda may be mailed to individuals prior to the meetings.
Compensation	$100/meeting, up to $500/month. Most Board members are retired, some are currently employed.
Legal Counsel	General Counsel.
Insurance	Member of the Risk Pooling Authority = California Joint Powers Insurance Authority
STAFF AND FACILITIES	
Total Staff	79 permanent staff and 12 seasonal employees.
Executive Director	General Manager and Assistant General Manager
Other Staff	There are 5 departments, each with a Manager as its head: **Administration**—includes professionals in open space planning, resource management, real property, public affairs (including volunteer and docent programs), environmental analysis, human resources, and accounting. **Public Affairs:** Public Affairs staff maintains a volunteer program, which conducts community outreach, trail maintenance and construction, trail patrols and school educational

	outings in addition to providing nature guides and docents. **Real Property—**Resource Management Specialist oversees and directs field staff in ecological restoration and habitat management. **Operations**—rangers, who patrol for visitor use and safety, and open space technicians. • **Rangers:** Responsible for the day-to-day patrol and visitor contact on preserves. All Rangers have law enforcement capability and are trained in fire suppression, defensive tactics, and emergency medial response. • **Open Space Technicians and Equipment Mechanic-Operators:** Both permanent and seasonal. Responsible for building and maintaining the system of trails, and for performing resource management activities within the preserve. Many are also trained in fire suppression and emergency medical response. **Planning**—improvements and recreational facilities, access, parking, trails **Ombudsperson**: Volunteer position. An appointee of the Board of Directors who follows up on resident and neighbor inquiries or complaints to resolve misunderstandings or conflicts that have not been resolved satisfactorily by District staff. The Ombudsperson works independently to assist in maintaining positive relations with District residents and neighbors.
Science Advisors	Cooperative agreements with educational and scientific institutions; supports research on which to base management decisions
Facilities Location	Administrative office houses professional, human resources, and accounting staff. 2 field offices, each with about 20 permanent staff, provide patrol, maintenance, and visitor services.
Work done in-house or contracted out	While some work is done in-house, the District occasionally hires consultants. For example, the Marbled Murrelet Habitat Assessment, Land Management Cost Evaluation and Efficiency Study, and specialized biological surveys were done by outside consultants. Contracts out the majority of major construction projects.
Resource Requirements	A fleet of vehicles.
FUNDING	
Revenue/ Expenditures	Since the passage of the voter initiative creating the District in 1992, it has collected a share of the annual total property tax within the District. Currently, approximately 1.7 cents per $100 of assessed property value is collected, which in fiscal year 2003-2004 provided $19.1 million in tax revenue. Other revenue sources may include federal and state grants, interest and rental income, donations, and note issues. **Revenues 2005-2006:** • Tax revenues = $18,682,000 • Grant income = $3,230,000 • Interest income = $1,110,000 • Property management-rental income = $813,000 • Other income = $20,000 **Total Revenues = $23,855,000**
Annual Operating Budget	**2005-2006 Annual Operating Budget: $10,053,951 million** • New land purchases = $19,755,120 • Real property support costs = $349,950 (appraisals, title, legal, engineering) • Guadalupe Land Co. = $44,625 • Structures/improvements = $1,047,330 • Field/office equipment = $61,000 • Vehicles = $284,500 **2005-2006 Fixed Assets Total = $21,542,525**
Endowment	No endowment. The district has taken on debt (about $30 million) for the purchase of land.



OTHER	
Conservation partners or other relationships	• As the District is working to create a *continuous* greenbelt of preserved open space, it strives to link its lands with other public parklands and participates in regional trail systems in the Bay Area that include District lands. • Bay Area Open Space Council • California Coastal Conservancy is often a major source of grant funding. • Peninsula Open Space trust facilitates large donations of land. The District helped to found the trust. The trust has more flexibility in purchasing lands and can respond faster.
Problems/issues with implementation	Currently transitioning from having land acquisition and land management as equal priorities to having land management as the main priority (now that most land has been acquired). Financial issues = how to balance land management needs with continuing acquisition needs.

SOURCES

Website: http://www.openspace.org/
Resource Management Five-Year Strategic Plan, February 25, 2003 Final:
http://www.openspace.org/plans_projects/downloads/Resource_Mgmt_Plan_2003.pdf
Facts about Midpeninsula Regional Open Space District 2004:
http://www.openspace.org/news/downloads/MROSD_Fact_Sheet.pdf
Basic Policy: http://www.openspace.org/about_us/downloads/Basic_Policy.pdf

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Public Affairs Manager	Rudy Jurgensen		
Community Affairs	Julie Norton		
Public Affairs	Kristi Altieri		
General Manager	Craig Britton		
Asst. General Manager	Sally Thielfoldt		650-691-1200
Management Analyst	Michelle Jesperson	mjesperson@openspace.org	650-691-1200 x568

OTHER	
Email	• info@openspace.org
Phone	• 650-691-1200

PACIFIC FOREST AND WATERSHED LANDS STEWARDSHIP COUNCIL

BACKGROUND	
History	Established in 2004 as part of the settlement of the Pacific Gas & Electric Company's (PG&E) bankruptcy, the Stewardship Council oversees the management, monitoring, and enhancement of 140,000 acres associated with PG&E's hydroelectric facilities. The bankruptcy settlement ensured that these lands would be available for perpetual public access, as PG&E is to donate the lands in fee simple to nonprofit organizations or public agencies and/or grant conservation easements.
Mission/Purpose	1. Oversee and carry out the land conservation commitment established by 2003 bankruptcy settlement between PG&E and the California Public Utilities Commission, which calls for conservation of 140,000 acres of land for outdoor recreation, sustainable forestry, agriculture, habitat protection, open space preservation, and protection of historic values. 2. Provide a wilderness experience for urban youth, especially disadvantaged urban youth, and acquire and maintain urban parks and recreation areas.
Type	**Private, nonprofit 501(c)(3)** organization (California Nonprofit Public Benefit Corporation)
Area	140,000 acres of watershed lands across 22 counties in California; almost 1,000 parcels.
Partners	• Association of California Water Agencies • California Department of Fish & Game • California Farm Bureau Federation • California Forestry Association • California Hydropower Reform Coalition • California Public Utilities Commission • California Resources Agency • Central Valley Regional Water Quality Control Board • Office of Ratepayer Advocates • Pacific Gas & Electric Company • Regional Council of Rural Counties • State Water Resources Control Board • Stewardship Council • Trust for Public Land • U.S. Forest Service • Bureau of Land Management
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Board of Directors, which is vested with all decision-making authority.
Duties & Responsibilities	Preparation of a draft Land Conservation Plan by end of 200; final adoption by early 2007. • The plan will assess, for each parcel, its current natural resource condition and uses, conservation objectives, whether the parcel should be donated in fee or be subject to a conservation easement, or both, that the intended donee has the capability to maintain the property interest so as to preserve or enhance the beneficial public values, that the donation will not adversely impact local tax revenue, assurance that known contamination be disclosed, appropriate consideration of whether to split the parcel, a strategy to undertake appropriate physical measures to enhance public values, a plan to monitor impacts of disposition and implementation of the plan, and an implementation schedule.



Composition	Each of the partners appoints one regular member plus one alternate member,except: • The California Public Utilities Commission appoints 3 "Commission Public Appointee" members in addition to its own direct representative. • The U.S. Forest Service and BLM designate 2 liaisons together, one of whom may participate in each Board meeting in an advisory and non-voting capacity. • Board shall appoint 1 voting member to represent Native American tribes. The Chairperson of the Board is the head of the California Resources Agency
Term of Appointment	1 year, except for those appointed by the California Public Utilities Commission, who serve for 18 months. No term limits.
Meeting Schedule	The Board holds annual meetings for the purpose of organization, selection of directors and officers, and transaction of other business. Special meetings may be called by President, Chairman of the Board or any 3 directors. In 2005, there were 7 Board meetings, 11 community open houses with over 250 attendees, 40 stakeholder, agency, and tribal meetings, and 7 youth listening sessions/focus groups.
Committees	• Youth Investment Committee • Planning Committee • Fiduciary Committee • Board Development Committee • Audit Committee
Public Notice of Meetings	Board publishes notice of meetings in newspapers and maintains a public web site. Before making any decision regarding a parcel of land, the Board provides notice to the Board of Supervisors of the affected county, each affected city, town and water supply entity, each affected tribe and/or co-licensee and each landowner located within 1 mile of the parcel.
Voting Procedure	Board votes by consensus. If any Director disagrees with a proposed decision, they submit a Dispute Notice to the Board. Board then submits dispute to one or more independent persons or entities (selected ahead of time each year by the Board) for non-binding mediation.
Compensation	Reimbursement for expenses incurred in performance of duties.
Legal Counsel	Retained by contract.
STAFF AND FACILITIES	
Total Staff	7-8
Executive Director	**Executive Director**: supervises, directs, and controls activities, affairs, and officers. Presides at Board meetings in absence of Chairman.
Other Staff	• Land Conservation Manager • Youth Investment Manager • Secretary • Chief Financial Officer (Chosen annually by the Board)
Science Advisors	None yet. Although having such advisors is not specified in the bankruptcy settlement agreement, the Land Conservation Manager (Elise Holland) hopes to eventually hire some.
Facilities Location	The Council rents its own office space.
Work contracted out	Council retains outside consultants for certain projects, such as 2005 contract with Tides Foundation to design a grant-making program. Additional work contracted out to EDAW.
FUNDING	
Start-up/ one-time costs	The planning process, including surveys and inspections of 140,000 acres, may cost up to $20 million. Start-up costs are included in 1st year's operating budget of about $1 million.



Revenue/ Expenditures	1. $7 million/year over the next 10 years for monitoring and management, provided by PG&E and recovered by PG&E in retail rates. a. The balance of the $70 million will be to implement physical measures, such as planting trees, construction or improvement of recreational access, and protection of Tribal or other historical sites. 2. An additional $3 million/year over the next 10 years, provided by PG&E, to provide a wilderness experience for urban youth, especially disadvantaged urban youth, and to acquire and maintain urban parks and recreation areas. a. Will be expended in equal installments over 10 years b. Approximately 1/3 used as seed money to establish a program to allow disadvantaged, inner city youth to experience the environment. c. 2/3 used to acquire urban parks and recreation areas for inner city youth. Currently, no other sources of funds, but they may eventually prepare grant applications. Funding is not currently sufficient to fulfill the Council's mission.
Annual Operating Budget	The first year's budget is about $1 million, which includes start-up costs. For 2006, giving targets for the youth-oriented program are: • Initiatives and Evaluation $350,000 • Small Grants (under $20,000): $450,000 • Mid-Size Grants ($20,000-50,000): $675,000 • Partnership Grants (over $50,000): $1,125,000
Endowment	No endowment.
OTHER	
Conservation partners	See Background
Problems/issues with implementation	The Council has relatively little experience from which to judge effectiveness of the organization (still too young). However, the Board's members have very different agendas, and it will be a challenge to prevent politics from reducing its effectiveness. For example, different members have different definitions of "public benefit." The Council's lands are currently not being properly managed nor is there a plan yet to provide for management. Whoever takes over ownership of PG&E's lands must prepare a management strategy.

SOURCES

Website: http://www.stewardshipcouncil.org/
Articles of Incorporation http://www.stewardshipcouncil.org/documents/Articles_of_Incorporation.pdf
Corporate Bylaws http://www.stewardshipcouncil.org/documents/Corporate_Bylaws.pdf
Settlement Agreement: http://www.stewardshipcouncil.org/documents/Settlement_Agreement.pdf
Stipulation Agreement: http://www.stewardshipcouncil.org/documents/Stipulation_Agreement.pdf
Biannual Report to the California Public Utilities Commission – October 27, 2005
http://www.stewardshipcouncil.org/documents/October_2005_Status_Report.pdf
Youth Investment Program, Fundraising Landscape Report (July 2005)
http://www.stewardshipcouncil.org/youth_investment/docs_rsrch_bg/Funding_Landscape_Report-Final.pdf

INTERVIEWS		
Person	**Position**	**Date**
Elise Holland	Land Conservation Manager	11/21/05



CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Executive Director	Jayne Battey	jbattey@stewardshipcouncil.org	
Land Conservation Mgr	Elise Holland	eholland@stewardshipcouncil.org	650-286-5154
ADDRESS			
General	303 Vintage Park Drive, Suite 150 Foster City, CA 94404		
OTHER			
Email	• info@stewardshipcouncil.org		
Phone	• 650-286-5150 or 866-791-5150		

SAN DIEGUITO RIVER PARK

BACKGROUND	
History	The San Dieguito River Park Joint Powers Authority was formed as a separate agency on June 12, 1989, by the County of San Diego and the Cities of Del Mar, Escondido, Poway, San Diego and Solana Beach. It was empowered to acquire, plan, design, improve, operate and maintain the San Dieguito River Park.
Mission/Purpose	**Mission:** Preserve and restore land within the Focused Planning Area of the San Dieguito River Park as a regional open space greenway and park system that protects the natural waterways and the natural and cultural resources and sensitive lands and provides compatible recreational opportunities, including water related uses, that do not damage sensitive lands. Provide a continuous and coordinated system of preserved lands with a connecting corridor of walking, equestrian, and bicycle trails, encompassing the San Dieguito River Valley from the ocean to the river's source.
Type	**Joint Powers Authority**
Area	80,000 acres in the Focused Planning Area (FPA), which extends along a 55-mile corridor from the mouth of the San Dieguito River in Del Mar to the desert just east of Volcan Mtn.
Partners	• San Dieguito River Valley Conservancy • Friends of the San Dieguito River Valley • County of San Diego • Cities of Del Mar, Escondido, Poway, San Diego, and Solana Beach • Citizens Advisory Committee
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Joint Powers Authority Board of Directors
Duties & Responsibilities	Acquire, hold and dispose of property for park purposes, undertake overall planning for and plan, design, improve, operate, manage and maintain the San Dieguito River Park; also establish land use and development guidelines for the Park's FPA.
Composition	2 elected officials each from the County of San Diego and the City of San Diego, 1 elected official each from the Cities of Del Mar, Escondido, Poway and Solana Beach, and 1 public member representing the Citizens Advisory Committee.
Meeting Schedule	Once a month, on the third Friday
Legal Counsel	Contracted out
STAFF AND FACILITIES	
Total Staff (FTE)	9
Executive Director	Dick Bobertz
Other Staff	1 Deputy Director, 1 principal environmental planner; 1 office manager; 1 event & volunteer coordinator; 1 resources & trails manager; 1 senior ranger, 2 park rangers.
Science Advisors	None
Facilities Location	18372 Sycamore Creek Rd., Escondido, CA 92025
Work done in-house or contracted out	Both

FUNDING	
Start-up/one-time costs	When the JPA was first formed in 1989, it was under the umbrella of SANDAG and established financial independence gradually. In FY 89/90, SANDAG supplied furniture and paid the JPA's rent, the Project Coordinator's salary, all printing, postage and telephone costs, and provided attorney services.
Revenue/ Expenditures	The Park's operational budget is funded by a combination of sources: Annual assessments from member agencies; satellite wagering funds revenues from the Del Mar Race Track; grants and grant administration; contributions; membership dues; event proceeds; interest.
Annual Operating Budget	$957,818. Operating Budget only. Includes $50,000 contribution to Endowment Fund.
Endowment/ Capital Campaign	The San Dieguito River Park Endowment Fund was created in 1997 at the San Diego Foundation with a bequest for $25,000. Funds at the Rancho Santa Fe Foundation and the Del Mar Foundation for $477,000 and $500,000, respectively were established in 2003/04 primarily as endowment for management of Bernardo Mountain (from CalTrans and Sempra) and for the San Dieguito Lagoon (from Southern California Edison).
OTHER	
Conservation partners	Citizens Advisory Committee (~38 members)
Problems/issues with implementation	Insufficient funds for long-term maintenance. The River Park is 55 miles long—too much for 4 rangers to cover adequately. Only a few properties have specific endowments associated with them.

SOURCES

Website: http://www.sdrp.org/

San Dieguito River Park Joint Powers Authority Revenues/Expenditures/Accomplishments 1989-2004

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Executive Director	Dick Bobertz	email: dbobertz@sdrp.org	858-674-2275 x15
Deputy Director	Susan Carter	email: susan@sdrp.org	858-674-2275 x11
Principal Planner	Shawna Anderson	email: shawna@sdrp.org	858-674-2275 x13
Trails/Resources Mgr	Jason Lopez	email: jason@sdrp.org	858-674-2275 x 16
Office Manager	Janette Lines	email: jan@sdrp.org	858-674-2275 x10

ADDRESS	
General	**San Dieguito River Park** 18372 Sycamore Creek Road Escondido, CA 92025
OTHER	
Email	email: sdrp@sdrp.org
Phone	858-674-2270 (fax line: 858-674-2280)

Interviews		
Person	**Position**	**Date**
Susan Carter	Deputy Director	October 20, 2006

SAN FRANCISCO BAY AREA CONSERVANCY PROGRAM

BACKGROUND	
History	The Bay Area Conservancy Program (BACP) was established through California state legislation in 1997, **sponsored by the Bay Area Open Space Council** and authored by Senator Byron Sher. The legislation gave the California Coastal Conservancy jurisdiction throughout the 9 Bay Area counties as well as the responsibility to craft a regional program to serve the Bay Area specifically. The Program is administered by the California Coastal Conservancy, and received its first funding in July of 1999.
Mission/Purpose	Provide leadership and expertise for preservation and professional management of open spaces in and around the San Francisco Bay Area through public agencies and private nonprofit organizations. Assist with building consensus among stakeholders, negotiating the terms of a property acquisition, assembling matching funds, preparing educational materials, monitoring legislation, and engaging and directing the work of biologists, engineers, or other specialists. Projects range from remote wilderness areas to urban creeks, regional trails, and protection and stewardship of farms and ranches on working landscapes.
Type	**Bay Area Open Space Counci**l—**public-private partnership** of over 50 public agencies and nonprofit land management organizations.
Area	9 Bay Area counties, 2 million acres of parks, trails, agricultural lands, and natural habitats
Partners	**Steering Committee Members:** American Land Conservancy ***** Bay Area Ridge Trail Council Bodega Land Trust, Butters Land Trust, Land Trust of Napa County, Half Moon Bay Open Space Trust, *Muir Heritage Land Trust, *Peninsula Open Space Trust, Solano Land Trust, Sonoma Land Trust, Wilderness Land Trust ***** California State Coastal Conservancy ***** California State Parks Foundation Cities of Brisbane, Concord, Daly City, Oakland, Palo Alto, San Jose, San Ramon, Walnut Creek Counties of Alameda, Contra Costa, San Mateo, *Santa Clara, Sonoma, *Marin East Bay Municipal Utility District, Natural Resources Department ***** East Bay Regional Park District, Land Division ***** Greenbelt Alliance LandPaths Livermore Area Recreation and Park District Marin Agricultural Land Trust Marin Audubon Society ***** Midpeninsula Regional Open Space District San Francisco Bay Joint Venture San Francisco Bay Trail Project ***** Save Mount Diablo Save the Redwoods League Sempervirens Fund Silicon Valley Land Conservancy The Nature Conservancy ***** The Presidio Trust ***** Tri-Valley Conservancy ***** Trust for Public Land, San Francisco Bay Area Program U.S. Bureau of Land Management, Ukiah Field Office U.S. Fish and Wildlife Service, Don Edwards San Francisco Bay National Wildlife Refuge ***** U.S. National Park Service, Golden Gate National Recreation Area * Executive Committee



INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Executive Committee provides administrative and organizational oversight
Duties & Responsibilities	• Articulate the region's vision of which lands should be protected • Develop financial and organizational resources • Fund maintenance and operation of the Bay Area's open space lands through building stronger linkages between resource conservation efforts and outdoor recreation programs.
Composition	See "Partners"
Meetings	Bi-monthly
Committees	Executive Committee provides administrative oversight and organizational focus.
STAFF AND FACILITIES	
Total Staff (FTE)	The Bay Area Conservancy Program is staffed, managed, and governed by the California Coastal Conservancy. The BAOSC staff work from home offices.
Executive Director	Program Manager of the BACP and Executive Director of the BAOSC
Other Staff	County Coordinators also act as regional project managers
Science Advisors	Contracted as needed for research and management guidance
Facilities Location	Bay Area Conservancy Program is staffed by the California Coastal Conservancy. Bay Area Open Space Council staff work from home offices.
Work contracted out	In FY 2003-2004, $845,000 ($375,000 from the BACProgram and $470,000 of which was matching funds) to the Bay Area Open Space Council
FUNDING	
Revenue/ Expenditures	The nonprofit Greenbelt Alliance serves as fiscal agent for BAOSC. Funding for BAOSC comes both from contributions by participating agencies and organizations and from grants. Since the Bay Conservancy received its first appropriation from the Legislature in 1999, it has contributed approximately $127 million to fund over 200 fish and wildlife habitat, public access and open space, and environmental education projects. Funds have been drawn from Legislative appropriations earmarked for the Bay Conservancy and augmented by funding appropriated for unspecified Coastal Conservancy purposes. For every $1 spent, these monies have leveraged an average of $3 from local, federal, private, or other state sources. To date, about 95% of the Bay Conservancy's funding has come from statewide bond acts, such as Propositions 12 ($55 million) and 40 ($40 million). Occasionally, the state has also appropriated General Fund monies for Bay Conservancy (to date, about $10 million). The Bay Conservancy currently has very little funding for new projects, and it is not likely to receive significant new funding until another parks, open space, and wildlife bond is passed.
Annual Operating Budget	FY 2003-2004: • **BACP Funds** (directly appropriated to the Bay Area Conservancy Program): $17,256,585 • **Additional Conservancy Funds** (appropriated to the State Coastal Conservancy as an agency, of which some may be used by the BACP): $544,381 • **Matching Funds** (all other funds, including grants to the Conservancy from the Wildlife Conservation Board, Bay-Delta Authority, and others): $52,371,386
OTHER	
Conservation partners	East Bay Parks Mid-peninsula Regional Open Space District



SOURCES

Website: http://www.openspacecouncil.org
http://www.coastalconservancy.ca.gov/Bay%20Program/bayindex.htm

CONTACT INFO

STAFF of BAY AREA CONSERVANCY			
Position	**Name**	**Email**	**Phone**
Program Manager	Nadine Hitchcock	nhitchcock@scc.ca.gov	510-286-4176
Contra Costa County Coord.	Abe Doherty	adoherty@scc.ca.gov	510-286-4183
Alameda County Coordinator	Brenda Buxton	bbuxton@scc.ca.gov	510-286-0753
Santa Clara County Coord.	Amy Hutzel	ahutzel@scc.ca.gov	510-286-4180
San Mateo County Coord.	Janet Diehl	jdiehl@scc.ca.gov	510-286-4164
San Francisco County Coord.	Joan Cardellino	jcard@scc.ca.gov	510-286-4093
Marin and Napa Counties Coordinator	Tom Gandesbery	tgandesbery@scc.ca.gov	510-286-7028
Sonoma County Coordinator	Maxene Spellman	mspellman@scc.ca.gov	510-286-0332
Solano County Coordinator	Ann Buell	abuell@scc.ca.gov	510-286-0752
Bay Area Watershed Plan, Integrated Regional Watershed Plan Coordinator	Jeff Melby	jmelby@scc.ca.gov	510-286-4088

STAFF of BAY AREA OPEN SPACE COUNCIL			
Position	**Name**	**Email**	**Phone**
Executive Director	Bettina Ring	Bettina@openspacecouncil.org	415-621-1540
Conservation Associate	Mr. BC Capps	bc@openspacecouncil.org	707-568-7251
Conservation Associate	Suzanne Easton	suzanne@openspacecouncil.org	707-265-9205
Development Director	Cecily Harris	cecily@openspacecouncil.org	650-593-3281

ADDRESS	
General	Bay Area Open Space Council c/o Greenbelt Alliance 631 Howard Street #510 San Francisco, CA 94105 510-654-6591

SAN DIEGO RIVER CONSERVANCY

BACKGROUND	
History	**River Conservancy:** Established in 2002 by act of California Legislature (Public Resources Code, Division 22.9, Section 32630; AB 2156, Kehoe). **River Park Foundation:** Established in 2001.
Mission/Purpose	**River Conservancy:** Further the goals of its enabling legislation (i.e., land conservation, recreation and education, natural and cultural resources preservation and restoration, water quality and natural flood conveyance), by conserving and restoring its land and water for the enjoyment of present and future generations. 1. Acquire, manage, and conserve land. 2. Provide recreational and educational opportunities, and protect open space, wildlife species and habitat, wetlands, water quality, natural flood conveyance, and historical/cultural resources. 3. Build a river-long park and hiking trail stretching 52 miles from the River's headwaters near Julian to the Pacific Ocean. **River Park Foundation:** Create the San Diego River Park by partnering with government agencies, business and civic leaders and a wide range of public organizations. The River Park is an umbrella organization that supports and empowers groups who are restoring and enhancing the San Diego River and its ecosystem, creating trails and new community facilities, protecting historical resources and enhancing communities along the river and within the watershed.
Type	**River Conservancy:** Independent, non-regulatory agency within the Resources Agency **River Park Foundation:** 501 (c)3 public benefit corporation.
Area	**River Conservancy:** The goal is to secure preservation of 1,450 acres of land within the San Diego River area
Partners	**River Conservancy:** • Senator Christine Kehoe • The San Diego River Park Foundation • San Diego River Coalition – 61 member non-governmental organizations • Lakeside River Park Conservancy • City of San Diego • County of San Diego • City of Santee • Helix Water District • Cleveland National Forest • Padre Dam • Endangered Habitats League • San Diego County Bicycle Coalition • Aquatic Adventures • Potential future partners include the cities of La Mesa, El Cajon, and Poway, as well as the Barona, Sycuan, Viejas, Capitan Grande, Inaja, and Cosmit Indian reservations. **River Park Foundation:** • Organizations that are working on or supporting The San Diego River Park Project and acting as stewards of the watershed include numerous local non profit organizations, community groups, land trusts, and larger national organizations. For a full listing, see http://www.sandiegoriver.org/organizations.html . • Business interests • Landowners and other interested parties



INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	River Conservancy: Governing Board
Composition	9 voting and 2 non-voting members who are appointed or are designated by virtue of the office they hold: local, state and federal. • Mayor of San Diego (1) • City Council of San Diego (1) • California Secretary of Resources designee (1) • California Director of Finance designee (1) • Public at Large, appointed by the Governor (3) • Public at Large, appointed by the Senate Committee on Rules (1) • Non-Voting Members: o Executive Director, Wildlife Conservation Board o San Diego Regional Water Quality Control Board
Meeting Schedule	the second Friday of all even-numbered months
Committees	4 major programs—Land Conservation, Recreation and Education, Natural and Cultural Resources Preservation and Restoration, Water Quality and Natural Flood Conveyance
Public Notice of Meetings	Meeting agendas are posted 10 days prior to the meeting date on the Conservancy's website.
Compensation	none
Legal Counsel	Provided by the California Coastal Conservancy.
STAFF AND FACILITIES	
Total Staff	2 plus 1 part-time consultant
Executive Director	Michael Nelson
Other Staff	Executive Assistant (River Park Foundation also has 2 staff and a Board of Directors)
Science Advisors	None
Facilities Location	yes
Work done in-house or contracted out	Both. The Conservancy usually works with one or more of its NGO partners on land acquisitions, trails issues, and projects. Consultants are hired for specific tasks such as appraisals. Conservancy has a consultant (broker) under a 2-year part time contract.(Ann Van Leer).
FUNDING	
Start-up/ one-time costs	The Conservancy started with a combined $12 million in funding from River Parkways and Prop. 40. State Coastal Conservancy staff and financial support was utilized initially to get the Conservancy up and running.
Revenue/ Expenditures	**RIVER CONSERVANCY:** • **Proposition 40 Funding:** The Conservancy helps its partners secure Prop 40 funding for projects such as acquisition of lands in Eagle Peak Preserve, extension of Ocean Beach Bike Path, and Mission Valley Preserve Restoration Project. • **River Parkways funds designated for the San Diego River** • **Transnet:** the County of San Diego's half cent sales tax • **Future Bond Funds:** Undetermined at this time.

RIVER CONSERVANCY 5-YEAR INFRASTRUCTURE PLAN:

- Capital Funding Needs for 2006-2011 include:

Conservancy Programs	**FY 05-06***	**FY 06-07**	**FY 07-08**	**FY 08-09**	**FY 09-10****	**FY 10-11*****
Land Conservation	$9.2	$18.3	$18.3	$18.3	$9.2	$0.0
Recreation and Education	$6.5	$12.9	$12.9	$12.9	$6.5	$0.0
Natural/Cultural Resources Preservation and Restoration	$4.9	$9.9	$9.9	$9.9	$4.9	$0.0
*Water Quality and Natural Flood Conveyance****	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Programmatic Issues	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
YEARLY TOTAL	$20.60	$41.10	$41.10	$41.10	$20.60	$0.0

Annual Total: $41.1 Million
Five Year Total: $164.5 Million

***** Represents one half fiscal year
** Represents funding for one half year as the Conservancy's enabling statute, AB 2156, establishes a sunset at January 1, 2010.
***This column is zero as the Conservancy's enabling statute establishes a sunset as of 2010.
**** The cost for Hydrology Assessment will be paid for out of the Conservancy's support budget or with other support funds. Follow-up projects will require Capital Outlay and will be developed and estimated after the Hydrology Assessment is completed.

RIVER CONSERVANCY: HISTORICAL FUNDING LEVELS

	FY 03/04	**FY 04/05**	**FY 05/06**	**FY 06/07** (proposed)
Baseline Support Budget (ELPF)	$265,000	$269,000	$274,000	$292,000
One-time Reappropriation of FY 03/04 Support Budget (for Strategic Planning)	$0	$221,000*	$0	$0
Capital Outlay Reimbursement Authority	—	—	- $500,000**	$0
YEARLY TOTAL	$265,000	$490,000	$274,000	$292,000

***** FY 03/04 Support Budget of $265,000 minus $44,000 total FY 03/04 expenditures. This amount is also supplemented with the unspent balance of the FY 04/05 support budget.
** FY 05/06 Reimbursement Authority is available for3 years.

- **Support Budget (Operations)**: The Conservancy's state budget consists entirely of support dollars from the Environmental License Plate Fund (ELPF), a state Special Fund. These monies are for Conservancy operations only and cannot be used for capital outlay purposes. The Conservancy's annual baseline Support Budget has received small incremental increases since its first appropriation in FY 03/04.

	• **Capital Outlay Budget (Acquisitions) / Reimbursement Authority**: The Conservancy has never had a Capital Outlay appropriation from ELPF or other source. In FY 05/06 the Conservancy requested and was awarded Capital Outlay "Reimbursement Authority" of $500,000. Establishment of a Capital Outlay line item was necessary to allow the Conservancy to receive Capital Outlay funding in the future. The "Reimbursement Authority" of $500,000 allows the Conservancy to receive and spend grant funds. The Conservancy receives no state General Fund support. With no Capital Outlay dollars, the San Diego River Conservancy currently has no funding in its budget for acquisitions. It is however able to apply to the Resources Agency for Proposition 40 River Parkways funding that was set aside for the San Diego River at the time the Conservancy was established. Three project proposals (one acquisition, one restoration, and one improvement) for this funding have been approved by the Conservancy Governing Board, submitted by the Conservancy partners, and are currently under review. The Conservancy has also submitted separate grant proposals for federal appropriations, and continues to aggressively seek multiple sources of non-state funding. • To accomplish its statutory purpose of acquiring public lands, the Conservancy participates equitably in any state General Obligation bond funds. It will submit a Budget Change Proposal to request future Capital Outlay funding.
Annual Operating Budget	Approximately $250,000 (Conservancy)
Endowment	no
OTHER	
Conservation partners or other relationships	Groups and organizations with a common interest in the San Diego River have come together to form the San Diego River Coalition (SDRC), which serves as the Citizens Advisory Committee (CAC) for River Park planning efforts. For more information, see http://www.sandiegoriver.org/coalition.html
Problems/issues with implementation	Insufficient funds for land management

SOURCES

WEBSITES		
Organization	**Site Address**	**Notes**
San Diego River Conservancy	http://sdrc.ca.gov/	
San Diego River Park Foundation	http://www.sandiegoriver.org/	
DOCUMENTS		
Title	**Source**	**Date**
5Year Strategic & Infrastructure Plan 2006-2011	http://sdrc.ca.gov/docs/meeting_packets/20060324/ITEM_7_SupDoc2_SDRC_5_Year_Plan_rev_032006_by_LLA.pdf	
Summary of Estimated Costs	http://sdrc.ca.gov/docs/strategic_plan/Appendix_6_Summary_of_Estimated_Costs_by_Program.pdf	

INTERVIEWS		
Person	**Position**	**Date**
Rob Hutsel	Exec. Director, San Diego River Park Foundation	10/20/06
Michael Beck	Board, San Diego River Park Foundation	10/20/06

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Executive Officer, San Diego River Conservancy	Michael Nelson		858-467-2972
Executive Assistant, San Diego River Conservancy			858-467-2733
Executive Director, San Diego River Park Foundation	Rob Hutsel	rhutsel@sandiegoriver.org	
Community Outreach Manager, San Diego River Park Foundation	Kym Hunter	khunter@sandiegoriver.org	

ADDRESS	
San Diego River Conservancy	San Diego River Conservancy 9174 Sky Park Court, Suite 100 San Diego, CA 92123-4340
San Diego River Park Foundation	*Mailing Address:* PO Box 80126 San Diego, CA 92138-0126 *Office Address:* 4891 Pacific Highway, Suite 114 San Diego, CA 92110

OTHER	
Email	• San Diego River Park Foundation: info@SanDiegoRiver.org
Phone	• San Diego River Conservancy: 858-467-2733 • San Diego River Park Foundation: 619-297-7380

SANTA MONICA MOUNTAINS CONSERVANCY

BACKGROUND	
History	Established by the California State Legislature in 1980. Since that time, it has helped to preserve over 55,000 acres of parkland in both wilderness and urban settings, and improved more than 114 public recreational facilities throughout Southern California. Additionally, it has given grants to nonprofit organizations for educational and interpretation programs.
Mission/Purpose	Buy, preserve, protect, restore, and enhance treasured pieces of Southern California to form an interlinking system of urban, rural and river parks, open space, trails, and wildlife habitats that are easily accessible to the general public.
Type	**State-chartered Conservancy**
Area	> 55,000 acres
Partners	Baldwin Hills Regional Conservation Authority Eastern Ventura County Conservation Authority Mountains Conservation & Education Authority Mountains Recreation & Conservation Authority Santa Clarita Watershed Recreation and Conservation Authority Whittier-Puente Hills Conservation Authority Wildlife Corridor Conservation Authority California State Parks, Angeles District National Parks, Santa Monica Mountains National Recreation Area Local governments
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Board of Directors; chairperson appointed by the Senate Rules Committee pursuant to Public Resources Code 33200
Duties & Responsibilities	Sets policies
Composition	9 voting members—3 ex officio members appointed by the California Coastal Commission, State Coastal Conservancy, and LA National Forest, and 6 legislative members appointed by the Senate Rules Committee, Speaker of the Assembly, Mayor of the City of LA, LA Board of Supervisors, Ventura County Board of Supervisors, CA Resources Agency, Angeles District of State Parks, Santa Monica Mtns NRA, and Governor
Meeting Schedule	Approximately monthly
Committees	26-member Advisory Committee meets jointly with the Conservancy and offers citizens the opportunity for greater participation. Includes counties of LA and Venture and cities of Westlake Village, La Canada Flintridge, LA, Thousand Oaks, Agoura Hills, Malibu, Calabasas, Burbank, Glendale Pasadena, Sierra Madre, South Pasadena, Moorpark, Santa Clarita, and the unincorporated communities as well as members of the public appointed by the Governor, Senate Rules Committee, and Speaker of the Assembly and representatives of various recreation and park districts.
Public Notice of Meetings	Posted on website
STAFF AND FACILITIES	
Total Staff	6?
Exec. Director	Joseph Edmiston
Other Staff	
Science Advisors	No independent advisors. Conservancy works with scientists in partner organizations.



Facilities Location	4 locations—LA River Center, Franklin Canyon Park, Ramirez Canyon Park, Temescal Gateway Park
Work in-house or contracted	Most of work done through partners, some contracted out.
FUNDING	
Revenue/ Expenditures	
Annual Operating Budget	
OTHER	
Other relationships	SMMC is also a member of 7 different JPAs.

SOURCES

Website: http://smmc.ca.gov/

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Chief Deputy Director	Rorie Skei		310-589-3200x112
Education & Interpret.	Amy Lethbridge		323-221-9944x109
Public Affairs	Dash Stolarz		323-221-9944x198

ADDRESS	
General	LA River Center & Gardens, 570 West Ave. 26, Suite 100, Los Angeles 90065 Franklin Canyon Park, 2600 Franklin Canyon Dr., Beverly Hills 90210 Temescal Gateway Park, 15601 Sunset Blvd., Pacific Palisades 90272 Ramirez Canyon Park
OTHER	
Email	info@smmc.ca.gov
Phone	Tel: (310) 589-3200 Tel: (323) 221-8900

GLEN CANYON DAM ADAPTIVE MANAGEMENT PROGRAM

BACKGROUND	
History	The Glen Canyon Dam Adaptive Management Program (GCDAMP) was created from the recommendations of the 1995 EIS on the operation of Glen Canyon Dam. The Adaptive Management Work Group (AMWG), a Federal Advisory Committee with the responsibility of overseeing the Adaptive Management Program (AMP), was established in 1997. Grand Canyon Monitoring and Research Center (GCMRC), established 1996 in Flagstaff, AZ, provides scientific advice to the AMP, was formally established in October 1996. In October 2002, it became part of the Southwest Biological Science Center, the newest of the 17 science centers nationwide that are part of the USGS Biological Resources Division.
Mission/Purpose	The AMP monitors the effects of the Glen Canyon Dam's operations on the physical and natural resources of the Colorado River, downstream from Glen Canyon Dam to Lake Mead. Through its research, the AMP suggests, to the Secretary of the Interior, appropriate changes to the dam's operating criteria and plans so as to meet the requirements of the 1992 Grand Canyon Protection Act, the 1995 EIS, and the 1996 Record of Decision.
Type	**AMWG is a Federal Advisory Committee.**
Area	Glen Canyon Dam to Lake Mead

Partners	A diverse group of 25 stakeholders participates in the AMP, including:
	• Department of Interior
	  o Bureau of Reclamation
	  o U.S. Fish and Wildlife Service
	  o Bureau of Indian Affairs
	  o National Park Service
	• Department of Energy (Western Area Power Administration)
	• Colorado River Basin States
	  o Arizona Game and Fish Department
	  o Arizona, California, Colorado, Nevada, New Mexico, Wyoming, and Utah
	• Native American Tribes
	  o Hopi Tribe
	  o Hualapai Tribe
	  o Navajo Nation
	  o Southern Paiute Consortium
	  o San Juan Southern Paiute Tribe
	  o Pueblo of Zuni
	• Federal power purchase contractors
	  o Colorado River Energy Distributors Association
	  o Utah Associated Municipal Power Systems
	• Recreational Users and Environmental Organizations
	  o Southwest Rivers
	  o Grand Canyon Trust
	  o Grand Canyon River Guides
	  o Federation of Fly Fishers

INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	AMWG reports to Secretary of the Interior through the Secretary's Designee from Bureau of Reclamation, who serves as chairperson and Designated Federal Official of AMWG.
Duties & Responsibilities	AMWG facilitates the AMP, recommends suitable monitoring/research programs, allows for public involvement, and advises on how to protect, mitigate adverse impacts to, and improve the value of the natural and cultural resources and visitor use of, Grand Canyon National Park and Glen Canyon National Recreation Area.

Composition	Sec. of Interior appoints 1 representative from each partner to the AMWG, with input and recommendations from the partners. Members must be qualified to give informed advice on water supply, diversion and delivery facilities, and their operations and management, or the environmental aspects of such operation. Members may designate an alternate. AMWG is chaired by Sec. of the Interior's designee, who acts as Designated Federal Official of AMWG. A senior level Interior representative chairs in the absence of Chairperson,
Term of Appointment	4 years, with reappointment possible.
Meeting Schedule	Biannual AMWG meetings, or more frequently as necessary
Committees	The AMWG has a set of Ad Hoc Work Teams: • Strategic Planning Team • Public Outreach Team • Humpback Chub Team • Determination Team (What is in AMP) • Glen Canyon Dam Technical Work Group (TWG)—composed of 1 rep. from each organization, with the exception of 2 National Park Service reps. for the Grand Canyon National Park and Glen Canyon Recreational Area, and 1 rep. from USGS. TWG translates AMWG policy and goals into information needs, provides questions that serve as the basis for long-term monitoring and research activities, and interprets research results for their AMWG member. AMWG works with the Grand Canyon Monitoring and Research Center (GRMRC) and a set of Independent Review Panels (IRP)—see section on "Science Advisors."
Public Notice of Meetings	A written notice of each meeting of the AMWG is published in the Federal Register at least 15 days prior to the meeting. All meetings are open to the general public, and any organization, association or individual may file a written statement, at the discretion of the AMWG, and provide verbal input regarding topics on the meeting agenda.
Voting Procedure	Approval of motions requires a 2/3s majority of members present and voting; the views of dissenting members are transmitted to the Secretary along with the majority recommendation.
Compensation	All AMWG members or AMWG sub-group members are, upon request, reimbursed for travel expenses, but do not receive other compensation.
STAFF AND FACILITIES	
Total Staff	See Organizational Chart 24 permanent and 10 non-permanent
Executive Director	"Designated Federal Official" of the Secretary of the Interior. Responsible for chairing AMWG, scheduling meetings, preparing agendas, sending summary reports of meetings to Secretary of the Interior and AMWG members.
Other Staff	Staffing support for AMWG operations, including logistical and support services for meetings, is provided by the Bureau of Reclamation.
Science Advisors	Scientific advice and information is provided by the **Grand Canyon Monitoring and Research Center (GCMRC)** and a set of **Independent Review Panels (IRP**—see below). The GCMRC measures the effects of Glen Canyon Dam's operations on natural and physical resources along the Colorado River from Glen Canyon Dam to Lake Mead. In addition to monitoring and research activities, the GCMRC develops information management programs to ensure information is properly archived and transferred to managers, stakeholders, and science organizations. Research results are used to refine the Conceptual Model of the impacts of differing dam operations on the Colorado River ecosystem. The GCMRC presents *The State of Natural and Cultural Resources in the Colorado River Ecosystem Report (SCORE report)* on a semi-annual basis, which is attached to the larger Annual Report developed by the AMWG.



	GCMRC's activities are divided into 4 major program areas: • Integrated Ecosystem Science Program: Conducts research and monitoring on physical and biological elements of Adaptive Management Program • Cultural and Socio-Economic Program: Focuses on impacts of dam operations on culturally significant sites and artifacts and recreation activities. • Information Program: Deals with external outreach to stakeholders and systems administration related to archiving significant data collected since the 1980s. • Logistics Program: Supports up to 50 river trips per year and coordinates research permit management for the Center. **Independent Review Panels** (IRP) provide independent assessments of program proposals and accomplishments to ensure scientific objectivity and credibility. Included in the IRP is a Science Advisory Board consisting of academic experts in fields germane to scope of AMP.
Facilities Location	AMWG meetings take place in Phoenix, Arizona to allow for maximum accessibility.
Work done in-house or contracted out	All staff support for the AMWG operations is provided by Bureau of Reclamation; an outside individual under contract facilitates at AMWG meetings. Occasionally some AMWG projects are sub-contracted out; for example, in 2006 a subcontract for database restructuring will be issued to support the monitoring programs by the National Park Service. GCMRC's scientific activities are performed by both internal government and external contract researchers, often in a collaborative effort. The GRMRC annually extends a formal Solicitation for Cooperative Agreement Proposals to solicit research.
FUNDING	
Start-up/ one-time costs	N/A
Revenue/ Expenditures	N/A
Annual Operating Budget	Very complex budget, not fully explained herein. Annual operating costs for the AMWG are estimated at $200,000, which includes Bureau of Reclamation staff support for AMWG operations. For FY 2006, estimated costs include: • $160,000 for Reclamation personnel costs; • $16,000 for travel expenses for AMWG members; • $13,000 for travel expenses for Reclamation staff to attend group meetings; • $25,000 for AMWG meetings facilitator under contract to Bureau of Reclamation. • $7,175 for miscellaneous expenses, such as copying, mailing, office supplies, transcribing equipment, training courses, and monetary awards to Reclamation staff who have contributed significantly to the success of the AMP. Additional estimated FY 2006 costs for the Technical Work Group are: • Almost $73,000 for Reclamation personnel costs; • Almost $21,000 for travel expenses for TWG members; • Almost $16,000 for travel expenses for Reclamation staff to attend TWG meetings; • About $22,000 for TWG facilitator under contract to Bureau of Reclamation. • About $2,000 for miscellaneous expenses Other: • Compliance documents (with FESA, etc): $22,450 • National Park Service permitting support: $100,000 • Contract specialists to prepare/monitor contracts associated with AMP: $24,394 Monitoring Costs • National Park Service monitoring and remedial action plan for Glen Canyon and Grand Canyon: About $235,000 per year for 2000-2005; in 2006 monitoring responsibilities will be transferred to GCMRC.

SOURCES

Glen Canyon Dam Adaptive Management Work Group, Federal Advisory Committee, Bureau of Reclamation, Charter: http://www.usbr.gov/uc/rm/amp/amwg/pdfs/amwg_charter.pdf

Glen Canyon Dam Adaptive Management Work Group Operating Procedures, April 24, 2002: http://www.usbr.gov/uc/rm/amp/amwg/pdfs/OP_02apr24.pdf

Draft FY 2006 Work Plan and Budget, August 2005: http://www.usbr.gov/uc/rm/amp/amwg/mtgs/05aug30/Attach_09b.pdf

The role of the Grand Canyon Monitoring & Research Center (GCMRC) in the Glen Canyon Dam Adaptive Management Program: http://www.gcmrc.gov/files/pdf/gcmrc_roles_amp.pdf

Grand Canyon Monitoring and Research Center Fact Sheet: http://www.gcmrc.gov/files/pdf/gcmrc_sheet.pdf

GCMRC Organizational Chart: http://www.gcmrc.gov/files/pdf/gcmrc_org_chart.pdf

Websites:

- Glen Canyon Dam Adaptive Management Program: http://www.usbr.gov/uc/rm/amp/index.html
- Southwest Biological Science Center: http://sbsc.wr.usgs.gov/
- http://www.gcmrc.gov

CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
Acting Chief	Ted Melis	tmelis@usgs.gov	928-556-7282
Secretary to the Chief	Norma Bryant	nbryant@usgs.gov	928-556-7217
Director, Southwest Biological Science Center	Denny Fenn	Denny_fenn@usgs.gov	928-556-7094
Secretary's Designee	Michael R. Gabaldon	mgabaldon@do.usbr.gov	303-445-3750
Management Analyst, Bureau of Reclamation	Linda Whetton	lwhetton@uc.usbr.gov	801-524-3880

ADDRESS	
GCMRC	Grand Canyon Monitoring and Research Center U.S. Geological Survey 2255 N. Gemini Drive, MS-9394 Flagstaff, AZ 86001
Secretary's Designee	Michael R. Gabaldon, W-2000 Bureau of Reclamation P.O. Box 25007 Denver, Colorado 80225-0007
Bureau of Reclamation	Bureau of Reclamation Linda Whetton, UC-733, Management Analyst 125 South State Street Salt Lake City, Utah 84138
OTHER	
Phone	• 928-556-7094 • 928-556-7217 (GRMRC)

The role of the Grand Canyon Monitoring & Research Center (GCMRC) in the Glen Canyon Dam Adaptive Management Program: http://www.gcmrc.gov/files/pdf/gcmrc_roles_amp.pdf

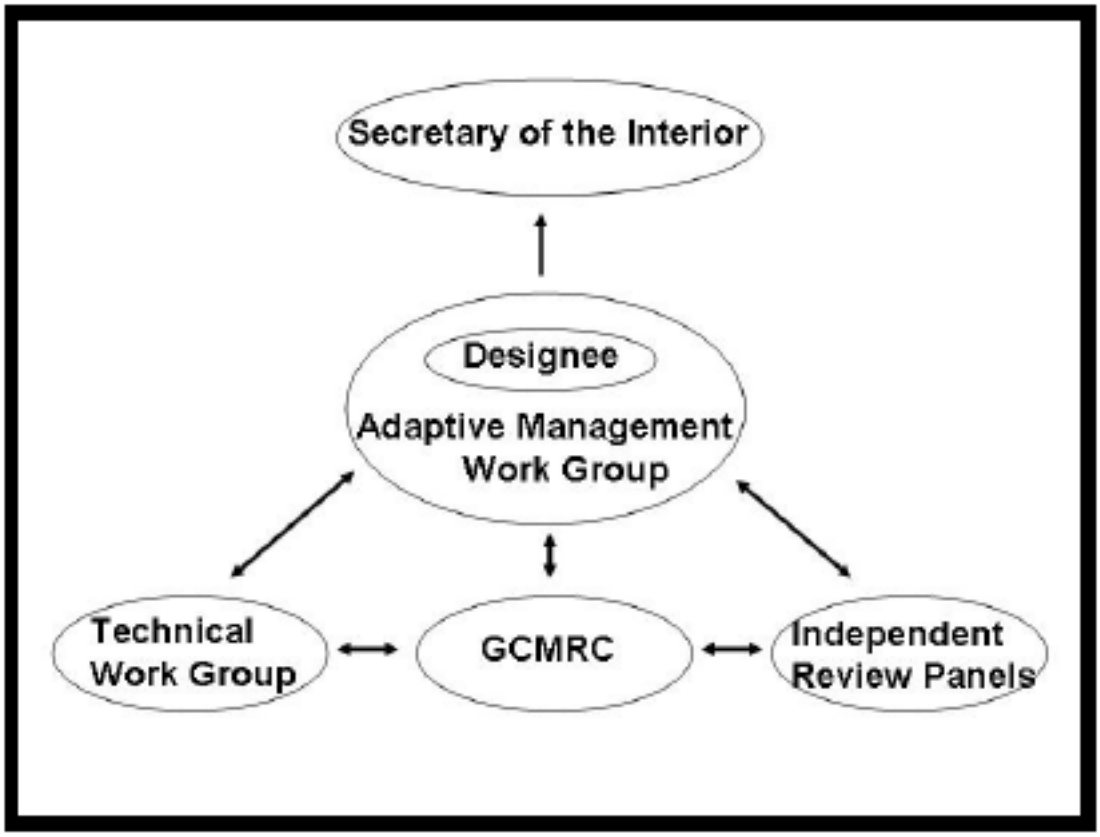
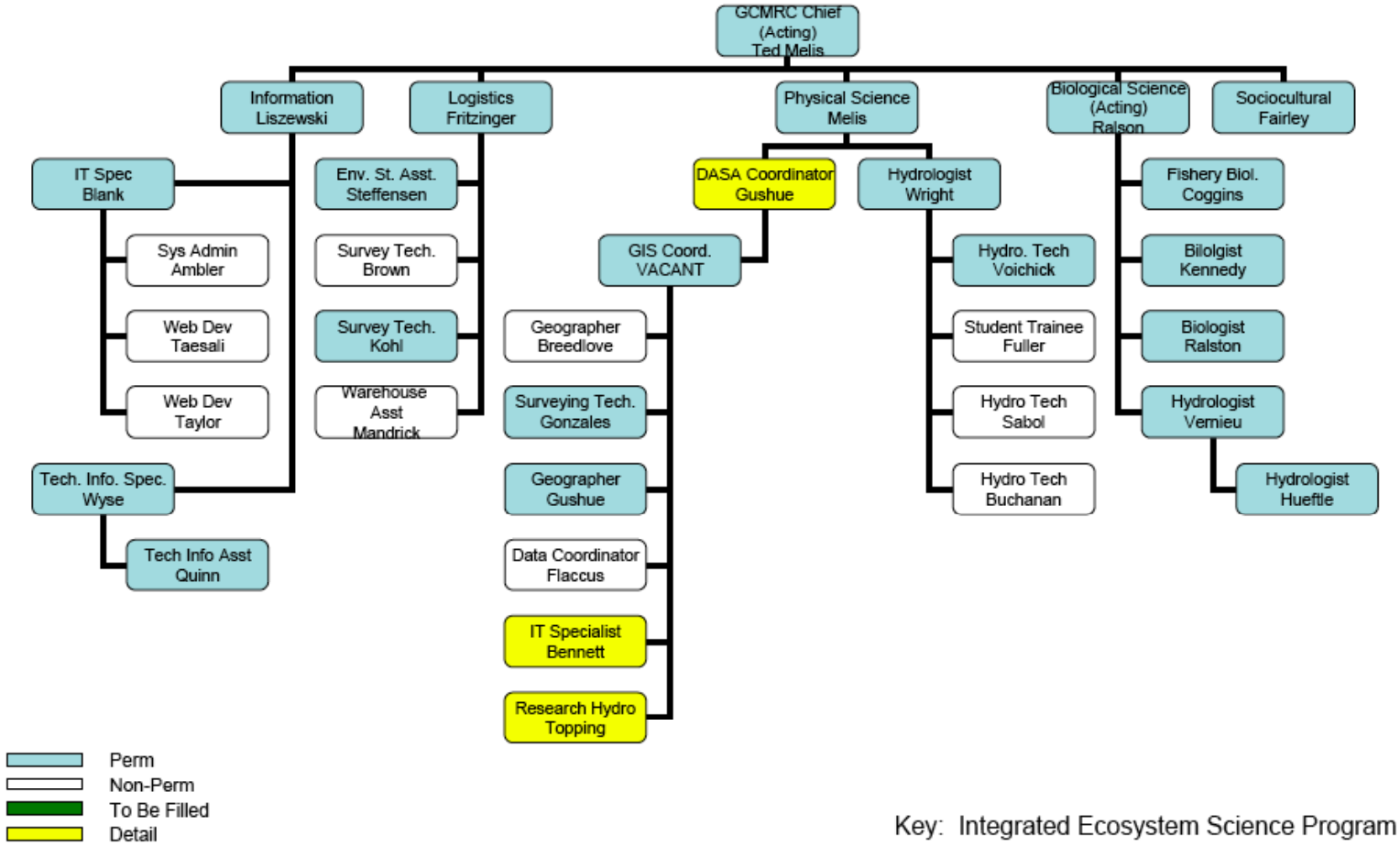


Figure 1. Structure of the Glen Canyon Dam Adaptive Management Program.

U.S. GEOLOGICAL SURVEY – WESTERN REGION/BIOLOGICAL RESOURCES DISCIPLINE
SOUTHWEST BIOLOGICAL SCIENCE CENTER
GRAND CANYON MONITORING AND RESEARCH CENTER
ORGANIZATIONAL CHART



SAN FRANCISCO BAY JOINT VENTURE

BACKGROUND	
History	The San Francisco Bay Joint Venture (established in 1995) is an outgrowth of the North American Waterfowl Management Plan (NAWMP), an international agreement signed in 1986 by the United States and Canada and later joined by Mexico, in response to a decline in waterfowl populations during the preceding decades. Habitat joint ventures were to be formed as vehicles for accomplishing the Plan's major goal: to "maintain and enhance the habitat values of areas identified as internationally significant to waterfowl." As of early 2000, a total of 14 such collaborations had been formed in North America, 11 in the United States and 3 in Canada, bringing together the fiscal resources and management capabilities of a spectrum of agencies and organizations. The 14 JVs were established under The Migratory Bird Treaty Act and are funded under the annual Interior Appropriations act.
Mission/Purpose	Protect, restore, increase and enhance all types of wetlands, riparian habitat, and associated uplands throughout the San Francisco Bay region to benefit birds, fish and other wildlife. • protect 63,000 acres, restore 37,000 acres, enhance another 35,000 acres of San Francisco Bay's tidal flats, marshes, and lagoons to benefit waterfowl, shorebirds, and other wildlife. • protect 37,000 and restore and/or enhance 30,000 acres of seasonal wetlands for breeding waterfowl and migrating shorebirds • restore and/or enhance approximately 1000 miles of creeks and protect 40,000 acres of riparian corridors for resident and migratory songbirds In 2001 the SFBJV published a 20-yr collaborative plan for restoration of San Francisco Bay.
Type	**Joint Venture**
Area	Goal is to acquire, restore, or enhance 260,000 acres in San Francisco Bay and surrounding counties.
Partners	**Non Profit and Private Organizations** Bay Area Audubon Council Bay Area Open Space Council Bay Planning Coalition Citizen's Committee to Complete the Refuge Ducks Unlimited National Audubon Society Pacific Gas & Electric Company PRBO Conservation Science Save the Bay Sierra Club The Bay Institute Urban Creeks Council **Public Agencies** Bay Conservation and Development Commission California Coastal Conservancy California Department of Fish & Game Contra Costa Vector and Mosquito Control District National Fish and Wildlife Foundation National Marine Fisheries Service Natural Resource Conservation Service San Francisco Bay Regional Water Quality Control Board San Francisco Estuary Project US Army Corps of Engineers US Environmental Protection Agency US Fish & Wildlife Service Wildlife Conservation Board
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Management Board
Duties & Responsibilities	Provide policy guidance and input on program priorities, help secure potential partnerships and funding sources, approve budgets, determine how member organizations can contribute to the JV, keep Congress informed of accomplishments and needs, approve staff positions and staff duties, update strategic plan.
Composition	Management Board is comprised of 27 agencies and private organizations.

Meeting Schedule	Management Board meets quarterly
Committees	There are 4 Working Committees established to accomplish specific SFBJV objectives. These committees include representation from state and federal agencies, environmental organizations, hunting and fishing groups, the business community, landowners, public utilities and local government. Members of each group are expected to assist with external communications at national, state and local levels, help secure funding for projects supported by the Joint Venture, and bring new initiatives to it. • Executive Committee • Restoration Strategy/Technical Committee (and Creeks subcommittee) • Legislative Committee • Public Outreach Committee
STAFF AND FACILITIES	
Total Staff	3—SFBJV Coordinator, Public Outreach Coordinator, Assistant Coordinator
Executive Director	Beth Hunting—SFBJV Coordinator
Other Staff	Public Outreach Coordinator and Assistant Coordinator
Science Advisors	Yes—NAWMP Science Support Team, Point Reyes Bird Observatory, USGS, may hire full-time Science Coordinator
Facilities Location	530C Alameda del Prado #139 Novato, CA 94949
Work done in-house or contracted out	Contracted out or done by partner organizations
FUNDING	
Revenue/ Expenditures	Federal, state, and local government grants and private grants, as well as in-kind contributions from participating agencies and organizations
Annual Operating Budget	Not available North American Wetlands Conservation Act funding (re-authorized in 2003)
Endowment/ Capital Campaign	none
OTHER	
Conservation partners	See Partners above
Problems/issues with implementation	Need more regular and focused input from Science Support Team

SOURCES

Website: www.sfbayjv.org



CONTACT INFO

STAFF			
Position	**Name**	**Email**	**Phone**
SFBJV Coordinator	Beth Huning	bhuning@sfbayjv.org	415/883-3854
Public Outreach Coord.	Caroline Warner	cwarner@sfbayjv.org	415/883-3854
Assistant Coordinator	Sandy Scoggin	sscoggin@sfbayjv.org	415/883-3854
ADDRESS			
General	530C Alameda del Prado #139, Novato, CA 94949		

SONORAN JOINT VENTURE

BACKGROUND	
History	Initiated in 1999 by The Nature Conservancy, Arizona Game and Fish Dept., USFWS, and partners from Mexico to focus on all birds in southern Arizona, Southern California, Baja, and the states of Sonora and Sinoloa in Mexico. The Sonoran Joint Venture is an outgrowth of the North American Waterfowl Management Plan (NAWMP), Arizona Partners In Flight (PIF), U.S. Shorebird Conservation Plan, U.S. Important Bird Areas Plan, Areas de Importancia para Conservacion de las Aves en Mexico (AICA), and North American Bird Conservation Initiative (NABCI).
Mission/Purpose	Goal is to integrate the strategies, goals, and objectives of existing regional, national, and international bird conservation plans and programs into a single strategic effort through partnerships.
Type	**Joint Venture**
Area	Southern Arizona, southern California, Baja California, Baja California Sur, Sonora, and Sinoloa
Partners	**Non Profit and Private Organizations** American Eagle Research Institute Arizona Bird Conservation Initiative Ducks Unlimited Tucson Audubon Society Sonoran Institute Southeastern Arizona Bird Observatory The Nature Conservancy Arizona-Sonora Desert Museum Point Reyes Bird Observatory University of Arizona Pronatura Noroeste CICESE **Public Agencies** Arizona Game and Fish Department City of Yuma U.S. Bureau of Land Management U.S. Forest Service U.S. Fish and Wildlife Service U.S. Geological Survey IMADES SEMARNAT CIAD CONANP
INSTITUTIONAL STRUCTURE—GOVERNANCE	
Authority	Management Board (16 people—see below)—provides direction to staff and partners.
Duties & Responsibilities	Provide policy guidance and input on program priorities, help secure potential partnerships and funding sources, approve budgets, determine how member organizations can contribute to the JV, keep Congress informed of accomplishments and needs, approve staff positions and staff duties, update strategic plan every 5 years.
Composition	Management Board is comprised of Chairperson elected by simple majority vote and Vice-Chairperson, who will become the Chairperson at the end of the sitting Chair's term. Vice-Chairperson leads the Executive Committee. If possible, the Vice-Chairperson will be from the opposite country as the sitting Chairperson.
Appointment	2-year term with an optional 2nd 2-yr term
Meeting Schedule	3 meetings per year—March, July, November Board meetings rotate between the U.S. and Mexico and will meet within each of the participating states at least once every 2 yrs.
Committees	• **Executive Committee**—facilitate issues that require action between Board meetings; includes at least the Chairperson, Vice-Chairperson, Past Chairperson(s) and committee chairs, as well as the Coordinator. Issues resolved by the Exec. Committee are submitted to the Board as soon as possible by email. • **Technical Committee**—provide technical expertise on biological planning and recommendations; 2 co-chairs one each from Mexico and U.S., who represent the SJV on the Science Support Team, PIF Technical Committee, NABCI Coordinated Bird Monitoring group, etc. Technical Committee may have subcommittees.

	Functions: Meets 3 times/yr; Translates goals and objectives of the bird initiatives to meaningful goals and objectives at the JV, BCR, state, and local scales; Helps write and implement the Conservation, Inventory, and Monitoring Plans. • **Education and Outreach Committee**—Assist partners in developing programs, provide technical advice to partners
STAFF AND FACILITIES	
Total Staff	3 federal employees—SJV Coordinator, Science Coordinator (leads Technical Committee), Education and Outreach Coordinator (leads Education and Outreach Committee)
Executive Director	SJV Coordinator (Robert Mesta)
Other Staff	Education and Outreach Coordinator (Jennie Duberstein) and Science Coordinator (Carol Beardmore, FWS)
Science Advisors	Yes—NAWMP Science Support Team, Point Reyes Bird Observatory, USGS, Partners in Flight
Facilities Location	738 North Fifth Ave., Suite 215, Tucson, AZ 85705 USFWS, 2321 W. Royal Palm Rd., Suite 103, Phoenix, AZ 85021
Work done in-house or contracted out	Contracted out or done by partner organizations. Use existing monitoring programs of Partners in Flight.
FUNDING	
Revenue/ Expenditures	Federal, state, and local government grants and private grants, as well as in-kind contributions from participating agencies and organizations
Annual Operating Budget	Not available. Salaries of 3 staff, travel, office space funded by USFWS. Private grants go to partners.
OTHER	
Conservation partners	See Partners above. SJV works closely with Partners in Flight, Avian Knowledge Network, and state Wildlife Action Plans, which require monitoring.
Problems/issues with implementation	Scant resources for covering a very broad area; only 3 staff people

SOURCES

Website: www.sonoranjv.org

INTERVIEWS		
Person	**Position**	**Date**
Carol Beardmore	Science Coordinator	10/25/06

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Sonoran Joint Venture Management Board

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