

| LCC | Executive & Committee | Task Group /Technical |
|---|---|---|
| 1. Aleutian/Bering Sea Islands | | |
| 2. Appalachian | | |
| 3. Arctic | Steering Committee | Technical Working Groups Partnership-at-Large |
| 4. California | Interim Steering Committee | |
| 5. Caribbean Islands | | |
| 6. Desert | | |
| 7. Eastern Tallgrass Prairie and Big Rivers | | |
| 8. Great Basin | Interim Executive Council (This was redefined as “Steering Committee) Coordinating Team (“Coordination Team was eliminated in redefine(| Issue-based Working Groups , OTHER: Stakeholders Forum |
| 9. Great Northern | Steering Committee , Advisory Team | Science Community Eco-Forums , Partnership Community |
| 10. Great Plains | Steering Committee | |
| 11. Gulf Coast Prairie | | |
| 12. Gulf Coastal Plains and Ozarks | Steering Committee , Advisory Council | |
| 13. North Atlantic | Steering Committee | Task Groups |
| 14. North Pacific | Steering Committee | |
| 15. (AK) Northwestern Interior Forest | Steering Committee | |
| 16. Pacific Islands | Steering Committee , Executive Council | Working Groups |
| 17. Peninsular Florida | | |
| 18. Plains and Prairie Potholes | Steering Committee | Technical Committee |
| 19. South Atlantic | Steering Committee | Task Groups |
| 20. Southern Rockies | Steering Committee | Science Working Group |
| 21. Upper Midwest & Great Lakes | Steering Committee | Technical Committee |
| 22. Western Alaska | | |

Examples of LCC Governance / Organizational Structures

Regional factors strongly influenced the governance structures and account for much of the differences between LCCs.

These factors are:

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

The 1st ‘generation’ of LCCs (i.e., those funded in FY10) have evolved three or four organizational elements or categories [summary here has been adapted from analysis presented by the Udall Foundation, U.S. Institute For Environmental Conflict Resolution – level #3 here has been added].

1) Executive Level [called ‘Steering Committee’ or ‘Coordinating Committee’ or ‘Executive Council’]

- holds ultimate decision-making authority
- There are 5 types of groups generally included on the executive level: Federal agencies, State agencies, Tribes, NGOs, and Industries.
- some LCCs drew membership from pre-existing coordination entities (region-wide partnerships), others have not.
- LCCs, with the exception of the GBLCC, have kept criteria for membership fairly fluid and open. The philosophy (based on the JV model) is that only those entities whose goals align with the LCC will remain involved and thus numbers will dwindle over time. CALCC selected members based upon their geographic scope, looking for representatives with a statewide or national focus. The PICCC used a broad open criteria and a “step-wise” selection process to ensure engaged membership (two Membership levels (Member and Associate Member) as well as a Cooperator level -- Member representatives alone have the right to vote on the Steering Committee.)
- all LCCs considered some process for membership selection. GBLCC developed formal selection criteria in order to keep the size of the executive committee small and more manageable, while ensuring good representation.
- responsible for a range of activities, including providing broad, strategic guidance, decision making and oversight functions, allocating resources and funding, approving proposals, sharing information among partners, and acting as ambassadors to gain support for the LCCs

2) Technical and Coordination Level – [also called Advisory Team, Issue/Geographic Focus Groups, Technical Committees, Coordinating Team, Stakeholder Forum]

- provide input for Executive Guidance-level decisions. Function of coordinating groups can vary greatly, generally, focus on content issues, not process. They make recommendations to the executive tier rather than make decisions.. An exception to this model is the GNLCC Advisory Team, which was created to advise the Coordinators.
- a few LCCs have standing coordinating groups [GNLCC Advisory Team of four-to-five individuals; GBLCC has a standing Stakeholder group and Issue-based Working Group with no defined membership limits]; the majority of LCCs do not have standing coordinating or input groups, rather they have empowered the executive level body to create technical or coordinating committees as the need arises.
- generally composed of staff-level individuals [may be recruited from entities existing partnerships or those represented at the executive level but most are open membership]

(e.g. technical committees) are populated by non-executives who do the more time-intensive “leg work.”

- some constitute their Advisory or Input level Team with individuals with regional focus.
- The PICCC Associate Member “step” are non-voting individuals but are invited to participate in all Steering Committee meetings and in Working Group meetings as appropriate to their area of interest/expertise. With the exception of non-voting status, only their level of interest and commitment will limit the participation of Associate Members in the development of conservation goals and objectives and the formulation and execution of conservation strategies.

3) Input and Issue-based Level – [also called Stakeholder Forum and (Issue-based) Working Group]

- open to all individuals, including the public. For informally created committees, the selection criteria for individuals at the coordinating and input tier will be based on the purpose and need for the group. Some committees specified in the charter often have informal selection criteria, selecting members based on interest and expertise in a particular issue.
- function of input groups can vary greatly, generally, focus on content issues, not process. They make recommendations to the executive tier rather than make decisions.
- The PICCC Cooperator “step” - is any person, organization, or agency working with a Member agency/organization in the planning, implementation, monitoring, or evaluation of a specific project or task recognized by the Steering Committee as advancing the goals and objectives of the PICCC.

4) Staff (Execute) Level – [min. staffing requires an LCC Coordinator and Science Coordinator]

- staff receives direction from the LCC Coordinator and Steering Committee
- LCC Coordinator play a major role in managing, coordinating, and guiding the LCC, and oversees the Science Coordinator, staff hired or under contract, and additional personnel detailed to the LCC from other agencies (on detail for 1-2 years)
- works with organizational entities in the Executive, Technical and Coordination, and Input and Issue-based or Working Group levels to carry through the LCC mission and conduct project work.
- additional staffing needs identified by various LCCs include: GIS analyst, database manager, outreach and communication, and cultural resource specialist

RECOMMENDATIONS*

**Source: Thorndike, C., Caves, J., and Nelson, K. "Lessons Learned Report: Governance Structures of Landscape Conservation Cooperatives." Udall Foundation, U.S. Institute For Environmental Conflict Resolution, 2010. 42 pg.*

Balancing LCC Size & Diversity

- Develop specific selection criteria for the SC in order to ensure diversity of representation while also guaranteeing a manageable size.
- A large SC (with 30+ members) is manageable only if the number of active participants (those who participate regularly in meetings) stays between 15 and 25 people.
- Inclusivity is vitally important; no organization should feel they do not have a voice at the table. Ultimately, the final composition of the LCC will be determined by what organizations share the mission of the LCC, much like how the JVs were originally very large, but soon only those organizations whose missions overlapped with the JV remained involved.
- Large LCCs need to find a balance between creating and sustaining regional level partnerships and assuring that individual interests and more place-based partnerships are not excluded or overshadowed by the larger entity. The GNLCC is establishing smaller "Eco-Forums" to develop partnerships at smaller, more ecological relevant scales.

Steering Committee Selection Criteria

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

Staff

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

Pre-existing Partnerships

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

Funding

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

Governance Documents:

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

Third-party neutrals:

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

Key: Red = inserts by CMI staff; Black = inserts by Tai-Ming Chang of EPA

1. Aleutian/Bering Sea Islands

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Steve Delehanty - Primary Contact (steve_delehanty@fws.gov)
Heather Renner, Interim Science Coordinator (Heather_Renner@fws.gov)

The Aleutian/Bering Sea Islands is currently undergoing the establishment of partnerships with agencies and organizations and is not anticipating full development until 2012.

2. Appalachian

Primary Contact (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Jean Brennan – Coordinator (Jean_Brennan@fws.gov)

3. Arctic

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Greg Balogh - Coordinator (Greg_Balogh@fws.gov)
Philip Martin - Science Coordinator (philip_martin@fws.gov)

- number of entities participating on the Steering Committee: 16
- composition of the Executive-level; Fed, State
- whether the representatives at the Executive-level are executive or staff-level personnel; Staff
- current number of LCC staff: 4

LCC Composition and Staffing

- LCCs are comprised of the following constituent parts: Steering Committee, a partnership-at-large, an LCC core staff, and technical working groups, as defined below.
- The Steering Committee shall be comprised of the designated representatives of agencies and entities participating in the Arctic LCC with an emphasis on field level managers.
- Entities holding a seat on the Arctic LCC Steering Committee may be represented by no more than two members. Steering Committee members may designate an alternate representative to a Steering Committee meeting, provided the alternate has been provided with the information, and vested with the authority to speak for, and make decisions on behalf of, the organizational entity being represented.
- The Steering Committee shall select a Chair and a Vice chair. The Chair will serve for one year, and will be succeeded by the Vice chair. Both positions shall alternate between a federal and a non-federal entity... Selection of the initial Chair and Vice chair shall be made by consensus.
- A partnership-at-large will be formed, comprised of representatives from any organizational entity with the capacity to further the purpose of the LCC. Organizational entities holding a partnership-at-large seat shall: 1) have natural or cultural resource conservation and management capacity in the geographic area; or 2) provide scientific information that can

meaningfully inform management decisions related to this LCC.

- Technical working groups may be comprised of individuals from organizational entities with natural or cultural resource conservation and management responsibilities or science capacities in the geographic area or that have skills that can meaningfully inform management decisions related to this LCC.

Information from the Alaska Climate Change Executive Roundtable (ACCER)/ US Institute for Environmental Conflict Resolution (LCC Governance—2010)
http://www.usbr.gov/WaterSMART/docs/Udall_Report_-_LCC_Governance_Structure_Summary_Report.pdf

Size: Approximately 20 individuals

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

Function: LCCs in Alaska are unique because senior executives from the State and Federal agencies already convene to discuss climate change issues in the ACCER. ACCER was established jointly by the USFWS and the USGS in 2007. It provides a management perspective, oversight, and direction to ensure a well-integrated and efficient implementation of agency climate change efforts, including initiatives such as LCCs. ACCER provides statewide oversight of Alaska's five LCCs primarily through the ACCER Alaska Climate Change Coordinating Committee.¹

ACCER, through the coordinating committee, will ensure integration of priority science needs and management questions that cross LCC boundaries.

Steering Committee

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

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

| | |
|---------------|---|
| Federal | NPS, BLM, USFS, USFWS, USGS, NOAA, MMS State |
| State | Alaska Department of Fish and Game |
| NGO | None ¹ |
| Tribe | None ² |
| International | None ³ |

¹The ALCC hopes to have representation from North Slope tribal representatives in the coming year.

¹ (From "Final Arctic LCC Charter 9-1-2010")

²The ALCC, in its initial stages, is focused on Alaska issues. While there are some projects that cross over into Canadian territories, the ALCC has not yet engaged with the Canadian government, though they are moving in that direction in the coming year.

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

Leadership: The ALCC Steering Committee is led by an annually-rotating system of State and Federal agents. The Chair serves for one year, and is succeeded by the Vice chair. Both positions alternate between a federal and a State representative such that whenever the Chair is an individual from a federal agency, the vice chair will be from a state agency, and vice versa. The Steering Committee is chaired by a State representative in 2010; the current Federal Chair-elect will become Chair in September, 2011.

Selection criteria: Unlike many other LCCs, staff-level personnel are targeted as appropriate leaders for the ALCC's SC, as the ALCC is functionally nested under the ACCER body of executives. For the time being, the composition of the SC remains limited to governmental representatives, with non-governmental representatives participating in the LCC Partners-at-large group and on our various technical working groups.

Other Committees

Partnership-at-Large

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

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

Technical working group(s)

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

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

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

Staff

Size: 4 FTE

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

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

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

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

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

served to the public via the internet, advises staff and the Steering Committee on issues related to obtaining, synthesizing, and serving data. This individual helps identify priority tasks associated with compilation of existing data, and facilitates acquisition of data to fill priority information gaps.

- **Future support:**

- o USGS has plans to hire two LCC staff members, including a hydrologist, to assist with focusing on physical processes on the North Slope.

- o US Institute for Environmental Conflict Resolution | LCC Governance—2010 21

- o The Alaska Department of Fish and Game is working to secure three dedicated LCC staff to serve LCCs throughout the state.

- o Additional positions will be added depending upon partner capacities and identified needs, which may include remote sensing and image processing specialist, population and habitat modelers, biometrician, spatial statistician, conservation geneticist, and Web designer/manager.

Governance Documents

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

Funding

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

Lessons Learned

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

Involving Pre-existing Regional Level Organizations:

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

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

Developing a Charter: The ALCC Coordinator sought to keep the Charter as timeless as possible, to minimize the need for future revisions and so that it might serve as a template for other LCCs. Crafting a

succinct, broad document proved to be a successful approach to facilitate the Charter’s ratification in just one meeting.

4. California [FY10 Funding]

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Deb Schlafmann – Coordinator (deb_schlafmann@fws.gov)
 Rebecca J. Fris - Science Coordinator (Rebecca_Fris@fws.gov)

- number of entities participating on the Steering Committee: 18
- composition of the Executive-level; Fed, State, NGO, Tribal, Other
- whether the representatives at the Executive-level are executive or staff-level personnel; Exec (NGO), Staff (Agency)
- current number of LCC staff: 2

Function:

The CA LCC will: Strengthen existing partnerships by providing new science capacity to help them address their priority conservation needs. The CA LCC will not replace or supplant existing conservation partnerships. Provide enhanced scientific capabilities to help conservation delivery in consideration of climate change. The CA LCC will not be a vehicle for conservation delivery. Provide agencies with additional science information and tools to help them address issues impacting management of wildlife and associated ecosystems. The CA LCC will not supersede federal, state, local and tribal natural resource management authorities.

Information from the US Institute for Environmental Conflict Resolution (LCC Governance—2010):
http://www.usbr.gov/WaterSMART/docs/Udall_Report_-_LCC_Governance_Structure_Summary_Report.pdf

Interim Steering Committee, “ISC”

Size: 18

Composition²: (The list below, gathered from the CALCC website and an interview with the CALCC Coordinator, is not an accurate compilation of the CALCC Steering Committee.)

| | |
|--------------------|--|
| Federal | BIA, BLM, BOR, NPS, USFW, NMFS, USFS, NRCS, EPA, USGS |
| State | CA Resources Agency; CA Department of Fish and Game; CA Department of Water Resources; CALFED Bay-Delta Program, Central Valley Joint Venture; California State University |
| NGO & Partnerships | American Farmland Trust; American Rivers; Bay Area Ecosystems Climate Change Consortium; Bay Area Open Space Council; Bay Delta Science Consortium; California Audubon; California Coastal Conservancy; California Rangeland |

| | |
|-------|--|
| | Conservation Coalition; California Trout; California Waterfowl Association; California Wildlife Conservation; Defenders of Wildlife; Ducks Unlimited; PRBO Conservation Science; River Partners; SF Bay-Delta Science Consortium; San Francisco Bay Bird Observatory; San Francisco Estuary Project; San Francisco Bay Joint Venture; Save the Bay; Sierra Club; The Nature Conservancy; Trust for Public Land |
| Tribe | Represented (which and how many are unknown) |
| Other | Regional Water Quality Boards, Bay Conservation and Development Commission |

Function: The CALCC is in its infancy and is not yet representative of the entire area defining its boundaries. Because of the size, the diverse ecosystems, and the complex partnerships contained in the geographic area, the CALCC is being launched in two phases. Phase I, and the Phase I Steering Committee, encompasses the northern part of the state, called the SierraBay Subunit. Phase II will encompass the Coastal/Southern Subunit. The CA LCC is expected to be fully formed and functioning by the middle of calendar year 2011.³

ISC Responsibilities:

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

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

² The CALCC is being initially governed by an Interim Steering Committee (ISC), designed for a one-year lifespan (formed April 2010 and will end in April 2011). The ISC will be replaced by a permanent organizational structure after the entire geographic scope of the CALCC has been encompassed.

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

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

Selection criteria: Interim Steering Committee members were selected by the USFWS, as time

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

Other Committees

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

Staff

Size: 2 FTE

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

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

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

Governance Document

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

Funding

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

In the first phase of the CALCC, data-collection goals were based on gathering baseline information on climate change and species. In the final CALCC, a Science Committee will offer informational suggestions

to the ISC, which will then allocate funds with final approval from the USFWS. Work supported by the CALCC will be evaluated by annually-revised criteria.

Lessons Learned

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

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

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

5. Caribbean Islands

?

6. Desert

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Christina Vojta - Science Coordinator (cvojta@usgs.gov)

Avra Morgan - Interim Co-Coordinator (amorgan@usbr.gov)

- Considerations for developing Governance: include Traditional Ecological Knowledge (TEK) for tribal consideration.
- User term "entity" as opposed to organization

7. Eastern Tallgrass Prairie and Big Rivers

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Tim Yager, Interim Coordinator (Tim_Yager@fws.gov)

Bob Clevestine, Interim Science Coordinator (Bob_Clevestine@fws.gov)

8. Great Basin

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Rick Kearney - Primary Contact (Richard_Kearney@fws.gov)

Mike Pellant - Primary Contact (BLM) (Michael_Pellant@blm.gov)

- number of entities participating on the Steering Committee: 29
- composition of the Executive-level; Fed, State, NGO, Tribal, Other
- whether the representatives at the Executive-level are executive or staff-level personnel; Exec
- current number of LCC staff: 2

The basic organization of the Great Basin LCC is comprised of a Steering Committee, Stakeholder Forum, Issue-based Working Groups and the Great Basin LCC staff, including a Coordinator.

1. Steering Committee

The Steering Committee includes representation from federal, state, tribal, non-governmental organizations, the private community, and the Great Basin Consortium organizations that work on landscape conservation. The Steering Committee is responsible for the operational management of the organization and for developing the work plan that provides direction for the Great Basin LCC's actions, including priority setting, outreach and LCC Coordinator evaluation input. The Steering Committee establishes the Issue-based Working Groups and a Steering Committee member will chair each working group. The Steering Committee is responsible for acting on input from the Stakeholder Forum, as well as responsible for conveying information, needs and recommendations to the Stakeholder Forum and interested parties. Members of the Steering Committee coordinate with their respective organizations, and may bring additional resources to the Great Basin LCC, which may include financial resources, technical expertise, personnel or advocacy.

a. Terms

- **Federal** representatives will hold a permanent seat on the Steering Committee, but the representative may rotate amongst people in the organization. Members may be reappointed at the agencies' discretion.
- **State** representatives will be appointed by the individual states for a three-year term. At the end of the term, the Great Basin LCC will prompt the state to select a new representative or the state may reappoint the current representative.
- **Tribal** representatives will hold a three-year term on a staggered rotation. Tribes will select their representatives.
- **NGO and private community** representatives will hold a three-year term on a staggered rotation. Representatives will be selected at the Stakeholder Forum.
- **Great Basin Consortiums** will be represented by the chair of each of the three organizations: Great Basin Research and Management Partnership (GBRMP), Great Basin Cooperative Ecosystem Studies Unit (GBCESU), and Great Basin Environmental Program (GBEP).

2. Issue-based Working Groups

Issue-based Working Groups will be established by the Steering Committee as needed. Membership of the groups will be ad hoc and members may include representatives from federal, state, tribal, non-governmental organizations, the private sector and the research community. Each Working Group

will be chaired by a Steering Committee member. Working Groups will be solution-oriented and will deliver products, including proposals, technical reports and recommendations for filling data gaps. A recommended Working Group that may be longer term would focus specifically on data and information management.

3. Stakeholder Forum

The Stakeholder Forum is an annual meeting organized by the Steering Committee and Great Basin LCC staff that is open to all partners and stakeholders in the Great Basin. The purpose of the Forum is to select non-governmental and private representatives for the Steering Committee, report Great Basin LCC accomplishments and progress to a broad representation of partners and stakeholders, and to receive their feedback and input. The Forum is an opportunity to identify potential priorities, issues, concerns and needs for the Great Basin LCC. The Forum promotes and enables political support for the organization. The Forum provides an opportunity for outreach and education and may be a source of new Working Group members.

4. Staff

The Great Basin LCC Coordinator will be the main staff member of the Great Basin LCC, though eventually, there will be other staff assisting the Coordinator. The Coordinator will perform the day-to-day operations of the Great Basin LCC, track funding and budgets, and report Great Basin LCC accomplishments. The Coordinator will support the Steering Committee, Stakeholder Forum and Issue-based Working Groups, including supporting meetings by providing both planning support and resources. The Coordinator will build relationships with all of the committees and provide a vital coordination role. Additionally, the Coordinator will coordinate with other LCCs and Climate Science Centers (CSCs) and serve as the “go-to” contact for all members of the Great Basin LCC and the public. The Coordinator will report to the Steering Committee. Other staff will report to the Coordinator.

Function

- Provide leadership and a framework linking science and management to address shared ecological, climate, and socio-economic issues across the basin.
- Focus science and management actions to sustain natural resources in the context of changing environmental conditions.
- Enhance collaboration to integrate science and management among Great Basin LCC partners particularly as related to climate change and other landscape scale change agents.
- Promote communication and education.

Decision Making and Operations

- Decision Making and Operations

1. Steering Committee

Decision making related to the operation of the LCC is done via consensus, and when that is not possible, consensus of 75 percent will be reached with a minority report. A quorum is not needed to make decisions – decisions will be made by members present at the meeting (including electronically).

2. Issue based Working Groups

Decision making related to the operation of the working group should be made via consensus. If consensus cannot be reached, the issue should be elevated to the Steering Committee.

3. Stakeholder Forum

Decision making related to the selection of NGO and private Steering Committee members will be done by majority vote of members present at the meeting (including electronically).

- Stakeholder Forum

The Stakeholder Forum is an annual meeting organized by the Steering Committee and Great Basin LCC staff that is open to all partners and stakeholders in the Great Basin. The purpose of the Forum is to select non-governmental and private representatives for the Steering Committee, report Great Basin LCC accomplishments and progress to a broad representation of partners and stakeholders, and to receive their feedback and input. The Forum is an opportunity to identify potential priorities, issues, concerns and needs for the Great Basin LCC. The Forum promotes and enables political support for the organization. The Forum provides an opportunity for outreach and education and may be a source of new Working Group members.

Information from the US Institute for Environmental Conflict Resolution (LCC Governance—2010):
http://www.usbr.gov/WaterSMART/docs/Udall_Report_-_LCC_Governance_Structure_Summary_Report.pdf

Great Basin LCC Summary

(Interim) Executive Council⁴

Size: 21 entities

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

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

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

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

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

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

⁴ Organizing Committee members discussed whether to call the overarching body of the GBLCC the “Executive Council” or “Steering Committee.” Members reached consensus to use the term Executive Council because they felt it sounded more inviting and fit their role in counseling the Coordination Team and stakeholders.

⁵ See October 2010 Great Basin LCC Draft

Selection Criteria: The GBLCC Organizing Committee strove for balanced representation of the widest possible variety of stakeholders in the Great Basin geographic area on both its Executive Council and Coordinating Team. The Organizing Committee reached out to stakeholders including NGOs, private land owners, cattlemen associations, miners, and other interests.⁶

Members of the Executive Council must bring commitment from their respective organizations, which may include financial resources, technical expertise, personnel or advocacy. If a member is inactive, they may be removed from the Executive Council.

Coordinating Team

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

| | |
|---------------|---|
| Federal | 6 Department of Interior agency representatives 1 Natural Resources Conservation Service representative 2 U.S. Forest Service representatives (1 research, 1 management) |
| State | 5 State agencies representatives (1 from each state) |
| NGO | 3 non-governmental conservation organizations representatives (groups to be determined) |
| Tribe | 5 Tribal representatives |
| International | N/A |
| Other | 1 Agricultural Research Service representative 1 Great Basin Research and Management Partnership representative 1 Great Basin Environmental Program representative 1 Great Basin Cooperative Ecosystem Studies |

| | |
|--|---|
| | Unit representative 1 Intermountain West Joint Venture representative 1 Agricultural producer group representative (group to be determined) 1 Mining or energy group representative (group to be determined) 1 Recreation or sportsmen group representative (group to be determined) 1 State-level county association representative (group to be determined) 1 Climate Science Center representative |
|--|---|

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

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

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

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

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

Selection Criteria⁷: As noted above, the GBLCC Organizing Committee strove for balanced representation of the widest possible variety of stakeholders in the Great Basin geographic area on its Coordinating Team.

Other Committees

Issue-based Working Groups

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

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

Leadership: Working Groups answer to the Coordinating Team.

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

Stakeholder Forum

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

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

Staff

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

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

- **GBLCC Co-Coordiators (FWS)**

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

- Eventually, there will be other staff assisting the Coordinator.

Leadership: The Coordinator will report either to the Executive Council or the Coordinating Team⁸. Other staff will report to the Coordinator.

Governance Document

The GBLCC produced a Draft Governance and Operational Charter in October 2010.

(http://www.blm.gov/wo/st/en/prog/more/Great_Basin_LCC.html).

Funding

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

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

Lessons Learned

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

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

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

Governance Document: Instead of creating a full Charter before convening all the stakeholders in the

LCC, the GBLCC developed only the minimal scaffolding of a Charter so that other stakeholders (e.g. Exec Council) could flesh it out, thus creating more buy-in.

General Advice

Membership and Recruitment:

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

9. Great Northern [FY10 Funding]

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Yvette Converse – Coordinator (yvette_converse@fws.gov)

Tom Olliff - NPS Co-Coordinator (tom_olliff@fws.gov)

Rick Sojda - USGS Science Coordinator (sojda@usgs.gov)

Sean Finn, Science Coordinator (Sean_Finn@fws.gov)

- number of entities participating on the Steering Committee: 25
- composition of the Executive-level; Fed, State, NGO & Partnerships, Tribal
- whether the representatives at the Executive-level are executive or staff-level personnel; Exec
- current number of LCC staff: 4 ¼

The basic organizational structure of the GNLCC comprises a Steering Committee and an Advisory Team organized under an LCC Coordinator. Also included in the basic structure are the Science Community and the Partnership Community which are loosely defined, flexible and responsive in representation (see below). See Figure 1 for a schematic diagram of this organizational structure.

1. Steering Committee

The Steering Committee includes executive-level representation for federal, state, provincial, tribal and non-governmental organizations that work on regionally-scoped landscape conservation. The Steering Committee reserves the privilege of adding members that allow for more comprehensive inclusion of conservation partners.

A chairperson and vice chairperson of the Steering Committee will rotate on a bi-annual schedule. The vice chair will be considered chair-elect. The originating chairperson will be held by the US Fish and Wildlife Service Mountain-Prairie Region and originating vice chairperson will be held by the National Park Service Intermountain Region.

Decisions will be made through consensus. For purposes of GNLCC business, “consensus” means votes of affirmation or no objection by members present at the time of the vote. For issues directly affecting the programs or prerogatives of one or more entities not present at the time of the vote, then votes of affirmation or no objection shall be obtained from each such entity prior to the proposal being placed into effect. The presence of at least 60% of the primary or alternate designees from participating entities shall constitute a quorum. Each participating entity designates one primary and one alternate representative by name, authorized to speak for the entity on GNLCC matters.

2. Science Community

The Science Community is the collective science capacity within the GNLCC including university, government and non-governmental scientists, researchers and specialized science and technical expertise. The Science Community participates, as permitted through their respective organizations, in various specialized science committees, panels or working groups. The GNLCC staff coordinates with appropriate expertise within the Science Community to develop or provide specific science or information needs such as science theme development and peer review.

3. Partnership Community

The Partnership Community is the collective conservation partnerships and partners within the GNLCC including landscape, species, habitat or issue specific partnerships, management and organizational representatives and other conservation partners. The Partnership Community is organized into 3 separate, but overlapping geographic eco Forums: Rocky Mountain, Columbia Basin, and Sage-Steppe. Members of the Partnership Community participate in the most relevant annual forums for Rocky Mountain, Columbia Basin and Sage-Steppe subunits. Within each forum, priority science products and information needs will be identified and loosely prioritized through a structured process coordinated by GNLCC Staff. Science products and information needs will be strategically aligned to meet the needs of specific agency, program or partnership outcome-based adaptive management processes. As part of each forum, feedback on and input to the GNLCC process and products will be used to iteratively improve GNLCC effectiveness and coordinated landscape adaptation strategies.

Information from the US Institute for Environmental Conflict Resolution (LCC Governance—2010):
(http://www.usbr.gov/WaterSMART/docs/Udall_Report_-_LCC_Governance_Structure_Summary_Report.pdf)

Great Northern LCC (GNLCC) Summary

Steering Committee

Size: 25 entities⁹

Composition¹⁰: The Steering Committee (SC) includes executive-level representation for federal, state, provincial, tribal and non-governmental organizations that work on landscape conservation on a regional scale.¹¹ The SC reserves the privilege of adding members that allow for more comprehensive inclusion of conservation partners.

| | |
|--------------------|--|
| Federal | USFS, FWS, NPS, BLM, NOAA, USGS, NRCS; potentially BOR, EPA, The Columbia Basin Federal Caucus |
| State | 5: One representative from each state in the region (WA, ID, WY, OR, MT) |
| NGO & Partnerships | 4: Rocky Mountain Elk Foundation, Wildlife Conservation Society, Heart of the Rockies Land Trust Alliance, The Intermountain Joint Venture |
| Tribe | One representative from the Confederated Salish and Kootenai Tribes of the Flathead Reservation Representative. (Three or four other Tribes have shown interest, such as the Confederated Tribes |

| | |
|---------------|--|
| | of the Umatilla Indian Reservation and the Yakama Indian Nation) |
| International | The Interagency Grizzly Bear Committee; 2 invited Canadian provinces |

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

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

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

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

Selection Criteria: The GNLCC used an open approach to soliciting SC membership, rather than using selection criteria to balance representation. The objective was to gather a broad group that represented the suite of interests in the Great Northern. The current and in-flux “Originating Steering Committee” drew from conservation partners in the area. The GNLCC will maintain an open invitation to interested and appropriate groups.

⁹ This size is in flux as the GNLCC adds partners and consolidates.

¹⁰ Listed NGOs and Tribes from Steering Committee contact list (http://www.nrmcs.usgs.gov/files/gnlcc/pdf/GNLCC_SCList_Oct2010.pdf)

¹¹ “The Great Northern Landscape Conservation Cooperative Governance and Operational Charter Draft May 9, 2010, 2nd Draft August 2, 2010” (http://nrmcs.usgs.gov/files/gnlcc/pdf/Final_Draft_GNLCC_Governance_Charter_8_10.pdf)

Other Committees

Advisory Team

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

The functions of the Advisory Team are to:

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

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

Science Community

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

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

Eco-Forums

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

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

Staff

Size: 3 ¼ FTE

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

- GNLCC Coordinator (FWS)
 - o Role: The LCC Coordinator works directly with the Steering Committee Chair to provide

communication to the Steering Committee and receive their direction. The GNLCC Coordinator leads, facilitates, and communicates GNLCC vision among the staff; directs overall operations of the GNLCC; and ensures coordination among GNLCC staff as per operations and direction from the Steering Committee. The Coordinator also oversees development and functioning of Eco-Forums.

- GNLCC Science Coordinator (USGS) ¹²
 - o Role: The Science Coordinator works under the direction of the Coordinator to provide coordination and synthesis of GNLCC science activities, products and needs. The Science Coordinator provides assistance to the Coordinator on specific technical and science-related duties and tracks and translates status and results of relevant science and research activities among the GNLCC staff and users. The Science Coordinator also maintains contact with and supports the needs of the Eco-Forums.
 - GIS specialist (3/4 FTE)
 - Outreach & Admin. (1/2 FTE)
 - Future support:
 - o GNLCC intends to add an additional 2 ½ FTEs.
 - o Other staff may be identified as agreed to by the Steering Committee.¹³
- Leadership: Staff receives direction from the SC.

Governance Document

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

¹² The GNLCC plans on having two Science Coordinators.

¹³ “Great Northern Landscape Conservation Cooperative Governance And Operational Charter” (http://www.nrmcs.usgs.gov/files/gnlcc/pdf/Final_Draft_GNLCC_Governance_Charter_10_10.pdf)

Funding

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

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

Lessons Learned

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

Involving Pre-existing Regional Level Organizations: The key to engaging some organizations is to maintain an open attitude and show that the LCC is a value-added organization/service, with a unique

niche to leverage landscape programs to address large ecological threats. For instance, States are working on Decision Support Systems (DSS). The LCC should not be looking to duplicate that; rather, it should be looking to help coordinate these efforts at the landscape-scale.

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

General Advice

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

Key factors in building relationships:

- Conduct open and frequent communications within the GNLCC network, between related climate change and landscape programs, and among the expanded climate change and landscape conservation community
- Respect social, political and legal limitations while promoting solutions to landscape-level stressors (climate and others) that benefit the greater GNLCC conservation community
- Be transparent in operations and ensure equal and open access¹⁴
- Consider and respect each participating organizations unique mandates and jurisdictions
- Emphasize how the LCC can add value
- Respect other programs/efforts by making good use of their time, listening well, and not talking at them. (The GNLCC spends about 20% of meeting time with new potential partners simply listening to concerns that the LCC may duplicate efforts.)
- Gain allies by establishing mutual concern for resources, getting others excited about collaboration, and finding common ground.
- Be prepared to help people (including the FWS) “take off their agency hats.”
- Stay flexible to work through the challenge of wrapping your head around a new vision.

¹⁴ The first three of these bullet points are taken from “GBLCC Guiding Principles” in their Governance and Operations Draft Charter (http://nrmsc.usgs.gov/files/gnlcc/pdf/Final_Draft_GNLCC_Governance_Charter_8_10.pdf)

10. Great Plains [FY10 Funding]

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

James Broska - Science Coordinator (James_Broska@fws.gov)

Mike Carter – Coordinator (mike.carter@gplcc.gov)

Steering Committee

Will be formed for this LCC, and we plan to have an initial meeting of core members of the steering committee in January/February 2010.

There are many existing conservation partnerships within the GPLCC area; besides the fish habitat partnerships most are focused on the conservation of grasslands and wetlands for waterfowl and other migratory birds.

To date, the following partners have been contacted:

- State Fish and Wildlife Directors of New Mexico, Texas, Oklahoma, Colorado, Kansas, and Nebraska, and USGS (in a conference call with R2 Regional Director and R6 Deputy Regional Director on November 9, 2009)
- Playa Lakes and Rainwater Basin Joint Ventures Coordinators (meeting with LCC advisory team on November 12-13, 2009)

5 Great Plains Landscape Conservation Cooperative Action Plan December 2009

-FWS R2 and R6 hosted a Great Plains webinar on December 4, 2009 for State Fish and Wildlife Directors (NE, CO, OK, TX, NM, KS), Bureau of Reclamation, USDA Forest Service, Bureau of Land Management, National Park Service, USGS, and Playa Lakes and Rainwater Basin Joint Ventures Coordinators.

-EPA Region 8 and various NGO's (TNC Oklahoma and Texas, and U.S. Shorebird Conservation Plan Council)

-Plans are in place to contact representatives from NRCS, the FSA, State land departments, other Department of the Interior (DOI) agencies, and other NGO conservation organizations with interests in the fish, wildlife, and plant resources of the GPLCC area. Internal and external outreach will be conducted by various methods, including webinars, presentations, and meetings

11. Gulf Coast Prairie

Primary Contact (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Bill Bartush, Coordinator (Bill_Bartush@fws.gov)

12. Gulf Coastal Plains and Ozarks

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Greg Wathen, Coordinator (Greg.Wathen@tn.gov)

John Tirpak, Science Coordinator (John_Tirpak@fws.gov)

- number of entities participating on the Steering Committee: 24
- composition of the Executive-level; Fed, State, NGO & Partnerships
- whether the representatives at the Executive-level are executive or staff-level personnel; Exec
- current number of LCC staff: 2

• GCPO LCC Advisory Council:

In order to facilitate coordination and integration with existing landscape conservation partnerships (i.e. joint ventures, aquatic partnerships, etc.) a GCPO LCC Advisory Council is established to provide advice and recommendations to the Steering Committee on conservation issues, strategies, and initiatives of

mutual interest to the conservation community of the GCPO LCC. The Council will provide a forum for: 1) formal collaboration on projects of mutual interest; 2) sharing resources and assets to meet mutual goals and objectives; 3) making recommendations on priority projects, strategies, and initiatives for the collective GCPO LCC conservation community. Membership of the GCPO LCC Advisory Council will include representatives (generally Coordinators or designated staff) of the following conservation partnerships:

- **Membership**

The Gulf Coastal Plains and Ozarks Landscape Conservation Cooperative is overseen and directed by an Interim Steering Committee (Committee). The Committee offers three membership options based on an organization's autonomous mission or legislative authority, level of commitment, and breadth of accepted responsibility in furthering the conservation goals of the Cooperative. Regardless of Membership level, it is acknowledged that the commitment of Member agencies/organizations is voluntary and subservient to the organization's mission, authorities, and budgetary capabilities.

Executive Member: Executive Membership is open to any agency or organization that by virtue of mission or legislative authority is committed to sharing in the responsibility of coordinating and implementing state, national, and international fish and wildlife adaptation strategies and conservation plans within the GCPO region in the interest in sustaining natural and cultural resources. Executive Member organizations are expected to commit resources (human and financial) to developing a shared vision of landscape sustainability for the GCPO and coordinating their otherwise independent actions in the cooperative pursuit and refinement of that vision.

Executive Member organizations will assign a representative to serve on the Steering Committee.

Executive Board Members are expected to represent their agency or organization at an administrative and policy level on matters pertaining to allocating human and financial resources to GCPO activities that link science with conservation actions (i.e. biological planning, conservation design, outcome-based monitoring and inventory and assumption driven research). Additionally, Executive Board Members are expected to, within the limits of their organization's mission and legislative authority, work to align their organization's conservation delivery actions (e.g. acquisition, restoration, and management) such that they support the shared conservation vision for the GCPO.

New Executive Members will be considered by the Board upon receipt of a written request by the Chair from the agency or organization that documents its interest in participating and identifies the individual that would serve as its representative. Consensus of the Steering Committee is required for acceptance of membership.

Associate Member: The GCPO Landscape Conservation Cooperative Steering Committee is open on an Associate basis to other agencies, organizations, or individuals whose mission may not lend itself to sharing fully in the broad spectrum of conservation actions inherent in implementing national and international fish and wildlife adaptation strategies and conservation plans but yet has a long-term and abiding interest in a specific facet of Landscape Conservation Cooperative implementation, e.g. carbon sequestration, sustainable forestry, wetland restoration, water quality enhancement, and is committed to furthering that aspect of LCC implementation through a joint commitment of energies and efforts.

Associate Members will be non-voting but will be invited to participate in all Steering Committee meetings and in Working Group meetings as appropriate to their area of interest/expertise. With the exception of non-voting status, only their level of interest and commitment will limit the participation of Associate Members in the development of conservation goals and objectives and the formulation and execution of conservation strategies.

Agencies, organizations, or individuals will be considered for Associate Membership upon receipt by the Chair of a letter documenting the organization's interest and area of expertise in furthering a particular aspect of Landscape Conservation Cooperative implementation. Additionally, the Chair may solicit an organization's participation as an Associate Member, provided the Chair has approval of existing Committee members. On an annual basis, the Board will review the participation of Associate Members and may, with due notification and at its discretion, remove an agency, organization, or individual from Associate Membership status in the interest of maintaining an active and engaged Steering Committee.

Cooperating Member: A Cooperating Member is any person, organization, or agency working with an Executive or Associate Member agency/organization in the planning, implementation, monitoring, or evaluation of a specific project or task recognized by the Steering Committee as advancing the goals and objectives of the GCPO Landscape Conservation Cooperative. A person, organization, or agency will be deemed a Cooperator by virtue of being identified in any project or proposal or being a party to any management agreement implemented or developed with the specific intent of advancing the goals, objectives, and conservation strategies of the GCPO Landscape Conservation Cooperative. Cooperators will not routinely be notified of or expected to participate in Steering Committee or Working Group meetings.

13. North Atlantic [FY10 Funding]

Primary Contact (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Andrew Milliken – Coordinator (Andrew_Milliken@fws.gov)

- number of entities participating on the Steering Committee: 26
- composition of the Executive-level; Fed, State, Tribal, NGO & Partnerships
- whether the representatives at the Executive-level are executive or staff-level personnel; Exec
- current number of LCC staff: 3

Overall Structure

The North Atlantic LCC will initially function through a Steering Committee and Task Groups appointed by the Steering Committee to take on specific tasks or address specific issues. The initial structure and function of the North Atlantic LCC as described herein is a starting point for operation of the partnership but is intended to change and evolve as the partnership develops. The NALCC structure will be reviewed after the first year of operation to evaluate whether additional tiers or a different structure would be beneficial (e.g., a committee to assist with operational oversight or a Partnership-At-Large to provide opportunities for a broader set of partners to participate). Any changes to the North Atlantic LCC structure will be approved by the Steering Committee.

The initial emphasis of the Steering Committee is to quickly create a functioning North Atlantic LCC. In light of this, to encourage operational efficiency the composition of the Steering Committee outlined in the following section is relatively lean. However, one of the Steering Committee's first responsibilities will be to identify other organizations that should be invited to serve on the Steering Committee. Interested organizations not represented on the Steering Committee are encouraged to

communicate their views to Steering Committee members; there also will be opportunities to serve on North Atlantic LCC task groups.

Steering Committee

Membership and Organization

1. North Atlantic LCC Steering Committee will consist of representatives from organizations that collectively have the following characteristics, especially at a regional level:
 - jurisdictional responsibility for natural resource management
 - significant capacity for furthering the purpose of the North Atlantic LCC
 - actively engaged in addressing significant natural resource management issues
 - provide direct links and communication with other conservation organizations or land managers involved in conservation delivery, particularly those operating at local levelsThe ultimate composition of the Steering Committee is intended to include representatives from state and provincial agencies, federal agencies, tribes, NGOs, and the academic community.

2. Initial composition of the North Atlantic LCC Steering Committee will include one representative from each of the following partner organizations that accepts an invitation to participate at the Steering Committee level; if all organizations accept the invitation, the Steering Committee would initially be composed of 33 voting members and 3 non-voting members:
 - A Natural Resource Management Agency from each State within the boundaries of the North Atlantic LCC and the District of Columbia that agrees to coordinate with and represent other natural resource state agencies including wildlife, fisheries and marine interests; the following agencies were initially identified :
 - Maine Department of Inland Fisheries and Wildlife
 - New Hampshire Fish and Game Department
 - Vermont Department of Fish and Wildlife
 - Massachusetts Division of Fisheries and Wildlife
 - Rhode Island Division of Fish and Wildlife
 - Connecticut Department of Environmental Protection
 - New York Department of Environmental Conservation
 - New Jersey Division of Fish and Wildlife
 - Pennsylvania Game Commission
 - Pennsylvania Fish and Boat Commission
 - Delaware Division of Fish and Wildlife
 - Maryland Department of Natural Resources
 - Virginia Department of Game and Inland Fisheries
 - District of Columbia Fisheries and Wildlife Division

 - Non-governmental Organizations:
 - Ducks Unlimited
 - Manomet Center for Conservation Sciences
 - National Wildlife Federation
 - The Nature Conservancy
 - National Fish and Wildlife Foundation
 - Trust for Public Lands
 - Wildlife Management Institute

 - Native American Tribes:

- The following recognized tribes were invited to participate individually: Mashantucket Pequot Tribal Nation, Mohegan Tribe of Indians of Connecticut, Aroostook Band of Micmacs, Houlton Band of Maliseet Indians, Passamaquoddy Tribe - Indian Township Reservation, Passamaquoddy Tribe - Pleasant Point Reservation, Penobscot Indian Nation, Mashpee Wampanoag Tribe, Wampanoag Tribe of Gay Head (Aquinnah), Shinnecock Indian Nation, Narragansett Indian Tribe.

The United South and Eastern Tribes Natural Resources Committee nominated Greg Soder (Narragansett Indian Tribe) to serve as an official member on the North Atlantic LCC steering committee to represent those USET-membered Tribes that fall within the LCC's geographic boundary regarding activities within the North Atlantic LCC.

- U.S. Federal Agencies:
 - Bureau of Ocean Energy Management, Regulation, and Enforcement
 - U.S. Fish and Wildlife Service
 - U.S. Geological Survey
 - National Park Service
 - USDA Forest Service
 - National Oceanic and Atmospheric Administration
 - U.S. Environmental Protection Agency
 - Canadian Partners:
Initially represented by Canadian Wildlife Service, Atlantic Region
 - DOI Climate Science Center (once established in the Northeast)
 - Neighboring Landscape Conservation Cooperatives (non-voting members):
 - South Atlantic LCC
 - Appalachian LCC
 - Great Lakes LCC
3. Representatives sitting on the Steering Committee should represent the highest level of their organization as feasible, preferably at the administrative level so as to have some authority to commit financial, staff or other organizational resources. They should also be sufficiently knowledgeable about landscape-scale conservation and climate change to make informed decisions regarding North Atlantic LCC recommendations on priority projects and activities (see #4 under *Responsibilities* below).
 4. New seats on the Steering Committee may be created by invitation from the Steering Committee or by petition from partner organizations wishing to participate on the Steering Committee. Removal of Steering Committee seats is determined by the Steering Committee
 5. Activities of the Steering Committee will be led by an elected Chair and Vice Chair, each of which is elected for a two-year term. At the end of a term, the Vice Chair will succeed the Chair, and a new Vice Chair elected.
 6. The Steering Committee will schedule at least two meetings per year. Additional meetings may be called by the Chair, and additional Steering Committee business will be conducted by e-mail, teleconference and web conference. If a Steering Committee member is unable to attend a

meeting or teleconference, he/she should delegate an individual from their organization with full decision-making authority to represent them.

7. For actions that require Steering Committee approval, decisions will be made by majority vote of Steering Committee members, with a quorum (majority of members) required for the vote to proceed.
8. All partners are welcome to attend Steering Committee meetings and opportunity will be provided for comment during Steering Committee deliberations.

Responsibilities

The Steering Committee of the North Atlantic LCC has the following collective responsibilities:

1. Serve as the North Atlantic LCC's executive body for decision making, providing guidance on North Atlantic LCC policy and actively engaging in development of the North Atlantic LCC's operational and strategic plans.
2. Evaluate which additional organizations should be invited to participate in the Steering Committee, and communicate with and receive input from organizations not represented on the Steering Committee regarding science needs and capacity for science delivery.
3. Promote cooperation, coordination, consolidation of information and collaboration among partner organizations to support the goals and objectives of the North Atlantic LCC.
4. Determine the coordination, planning and science activities that the North Atlantic LCC will undertake. Prioritize North Atlantic LCC -recommended projects and related activities for implementation. North Atlantic LCC priorities are intended as recommendations to inform funding decisions of partner organizations.
5. Work collectively to identify funding opportunities and other available resources (e.g., staff, in-kind services) for supporting North Atlantic LCC priority projects and activities. Substantial resources from multiple partners will be required to establish and maintain the North Atlantic LCC.
6. Establish standing and ad-hoc task groups as necessary to carry out the purpose and function of the North Atlantic LCC; define the initial purpose and responsibilities of each task group; provide direction to task groups and facilitate their progress on action items.
7. Maintain regular, clear communication with and among existing conservation partnerships (such as those indicated in the North Atlantic LCC Development and Operations Plan), other LCCs and the DOI Climate Science Center and maintain transparency in North Atlantic LCC decision-making.

Task Groups

The North Atlantic LCC Steering Committee can establish standing and ad-hoc task groups at any time and can identify initial task group chairs at their inception. Task group members can be appointed by

the Steering Committee or may be volunteers approved by the task group. Task group participants can include representatives from organizations not represented on the Steering Committee. Task groups will be responsible for accomplishing their responsibilities as defined by the Steering Committee but can refine or expand their tasks in consultation with the Steering Committee. The Chair of each task group will be responsible for reporting the group's progress and results directly to the Steering Committee.

Staffing

The North Atlantic LCC initially will have a dedicated Coordinator funded by the U.S. Fish and Wildlife Service. The Coordinator will serve as the LCC's operations manager, with direction from the Steering Committee. A Science and Technology Coordinator and another additional staff capacity will be added strategically over time to enhance the North Atlantic LCC's functions to meet partner needs for additional products and services. The U.S. Fish and Wildlife Service is also funding a communications position to assist with initial outreach and communications regarding the North Atlantic LCC and climate change issues, emphasizing the importance of communication functions. All staff positions may be supported by, or through, any LCC partner or shared among partners.

14. North Pacific

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Michael Carrier – Coordinator (Michael_Carrier@fws.gov)

Mary Mahaffy - Interim Science Coordinator (Mary_Mahaffy@fws.gov)

Stephen Zylstra - Regional Coordinator (Stephen_Zylstra@fws.gov)

The Steering Committee would adopt an organizational charter that establishes the overall structure of the LCC to include sub-committees and geographic sub-divisions based on applicable criteria. Sub-divisions could be based on issues (example invasive species), biophysical features, regional landscapes, species (or species groups such as migratory birds or marine aquatic species) or habitat types endemic to sub-regions. For example, Alaska recommends two subunits with a Southern Subunit and a Northern Subunit. At minimum, the Steering Committee will be expected to establish a science advisory body to identify and recommend priorities for the LCC.

The NPLCC Steering Committee would develop broad conservation goals and prioritize research projects recommended by its technical committees and/or LCC partners. It would identify, coordinate and leverage funding for projects that span the entire NPLCC. If the Steering Committee establishes sub-committees or sub- divisions, it would delegate appropriate decision-making to them.

Key Criteria for Steering Committee Membership:

Size: Which entities are represented on the Committee is more important than size but Committee membership exceeding thirty would be unwieldy.

Balanced Representation: The IPT recommended that representation be balanced to ensure that federal agencies or branches of federal agencies are not over-represented, that membership is balanced across the geographic range of the NPLCC, and that the committee be balanced with scientists and resource managers.

Authority: The IPT also recommended that Committee members carry appropriate decision authority from the organizations they represent.

Shared Vision: The IPT agreed that Committee members must be capable of embracing a shared vision

of conservation within the NPLCC.

Conflict of Interest: The IPT recommended that Committee members must strive to avoid (or disclose) any potential conflicts of interest.

Structure

The Steering Committee would adopt an organizational charter that establishes the overall structure of the LCC to include sub-committees and geographic sub-divisions based on applicable criteria. Sub-divisions could be based on issues (example invasive species), biophysical features, regional landscapes, species (or species groups such as migratory birds or marine aquatic species) or habitat types endemic to sub-regions. For example, Alaska recommends two subunits with a Southern Subunit and a Northern Subunit. At minimum, the Steering Committee will be expected to establish a science advisory body to identify and recommend priorities for the LCC.

Governance

In adopting a charter, the Steering Committee would also adopt operating procedures to include the method by which decisions will be made. The NPLCC Steering Committee would develop broad conservation goals and prioritize.

15. Northwestern Interior Forest

Primary Contact (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Mike Spindler - Primary Contact (Mike_Spindler@fws.gov)

Information from The Alaska Climate Change Executive Roundtable:

“Alaska has five LCCs: Arctic, Western Alaska, Aleutian/Bering Sea Islands, Northwestern Interior Forest, and North Pacific. All LCCs in Alaska will assume similar, though not necessarily identical structures. At a minimum, each LCC will include the following: a Partnership-At-Large to allow for a broad and diverse representation of interests, the LCC Core Staff, and an LCC Steering Committee with decision-making responsibilities.”

Membership:

Partnership-At-Large:

- Any agency, Tribal government, or organization with the capacity to further the purpose of the LCC and with the following characteristics:
 - Agencies (local, state, and federal) with natural and cultural resource conservation and management responsibilities in the geographic area
 - Tribal organizations with natural and cultural resource conservation and management responsibilities in the geographic area
 - Non-governmental organizations and industry representatives with science and/or resource management capacity
 - Already existing partnerships
- LCC Core Staff:
 - The Arctic LCC initially will have a dedicated coordinator, science and technology

coordinator, spatial ecologist, and database manager. These positions will be funded by the U.S. Fish and Wildlife Service.

- Additional staff capacity will be added over time according to identified needs and partner capacities.
- LCC Steering Committee:
 - Field-level managers responsible for on-the-ground land/resource management, representing State, Federal, Borough, and regional Tribal agencies.
 - The Steering Committee may choose to extend membership to non-governmental entities for the purpose of broadening representation of a diverse group of resource management interests.
 - Participation in LCC Steering Committee is limited governmental members pending resolution of Federal Advisory Committee Act concerns.

Roles/Responsibilities:

- Partnership-At-Large:
 - Participate in Technical Workgroups with experts in specific disciplines convened by the LCC Core Staff as needed to provide recommendations for fulfilling priority science needs and conservation objectives to the Core Staff.
- LCC Core Staff:
 - Convene Partners-At-Large to collaboratively identify conservation goals and identify priority science needs that are essential to fulfilling the conservation goals.
 - Facilitate communication between scientists and resource managers and provide a forum for continuous exchange.
 - Assemble, translate, and deliver scientific data, analyses, and scientific tools required for conservation design and resource management decisions.
 - Establish standing and ad-hoc work groups as necessary, drawn from the Partnership-At-Large.
 - Coordinate and communicate activities to other partnerships (NFHAPs, Joint Ventures, NSSI)
- LCC Steering Committee:
 - Work closely with the cooperative (LCC Core Staff) to establish broad conservation goals, set priorities, facilitate key activities of the LCC, leverage funding across agencies to accomplish priority tasks, and to provide operational oversight of LCC.

16. Pacific Islands [FY10 Funding]

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Jeff Burgett - Science Coordinator (Jeff_Burgett@fws.gov)

Deanna Spooner – Coordinator (Deanna_Spooner@fws.gov)

Stephen Zylstra - Regional Coordinator (Stephen_Zylstra@fws.gov)

- number of entities participating on the Steering Committee; 29
- composition of the Executive-level; Fed, State, NGO, Native, International, Other

- whether the representatives at the Executive-level are executive or staff-level personnel; Exec
- current number of LCC staff; 3

Membership: The PICCC as a whole comprises two Membership levels (Member and Associate Member) as well as a Cooperator level, based on a participating organization’s autonomous mission or legislative authority, level of commitment, and breadth of accepted responsibility in furthering PICCC’s conservation goals. Member representatives alone have the right to vote on the Steering Committee.

Associate Members representatives are non-voting but are invited to participate in all Steering Committee meetings and in Working Group meetings as appropriate to their area of interest/expertise. With the exception of non-voting status, only their level of interest and commitment will limit the participation of Associate Members in the development of conservation goals and objectives and the formulation and execution of conservation strategies. A Cooperator is any person, organization, or agency working with a Member agency/organization in the planning, implementation, monitoring, or evaluation of a specific project or task recognized by the Steering Committee as advancing the goals and objectives of the PICCC.

Information from the US Institute for Environmental Conflict Resolution (LCC Governance—2010):
http://www.usbr.gov/WaterSMART/docs/Udall_Report_-_LCC_Governance_Structure_Summary_Report.pdf

Pacific Islands Climate Change Cooperative (PICCC) Summary

Executive Council

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

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

Steering Committee

Size: 1-3 individuals per 29 active entities¹⁵

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

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

¹⁵ The term “active” applies to those entities that participate in Steering Committee meetings.

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

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

Function: The PICCC is overseen and directed by a Steering Committee comprised of Member and Associate Member representatives (see Note on Membership, below). All Steering Committee representatives are expected to represent their agency or organization at an administrative and policy level on matters pertaining to allocating human and financial resources to the planning, protection, restoration, and management actions that are inherent to sustained, long-term conservation.

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

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

Selection criteria: Steering Committee membership is open to any agency or organization that commits

to developing a shared vision of conservation within the geographic scope of the PICCC, to coordinating their otherwise independent actions in the cooperative pursuit of that vision, and to sharing in the responsibility of implementing coordinated biodiversity conservation activities.

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

Other Committees

Working Groups

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

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

Staff ("PICCC Support Office")

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

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

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

- o Marine scientist
- o Cultural resources planner/ Traditional knowledge expert (NPS, HCA)
- o Data manager (NPS)

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

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

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

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

Governance Document

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

Funding

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

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

Lessons Learned

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

Involving Pre-existing Regional Level Organizations: There is some overlap between the PICCC and the Pacific RISA (Regional Integrated Science Assessment). The focus of the Pacific RISA, which is funded through NOAA and housed within a university, is on regional climate and conservation issues. The PICCC Coordinator considers the existence of such previous collaborative efforts an advantage for the nascent

LCC, and notes that there are sufficient issues to address in the Pacific Islands to easily delineate roles and opportunities among parallel organizations.

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

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

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

²¹ From “Cultural Scope” in PICCC Charter

General Advice

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

17. Peninsular Florida

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Todd Hopkins - Interim Coordinator (Todd_Hopkins@fws.gov)
Dawn Jennings - Interim Coordinator (Dawn_Jennings@fws.gov)
Steve Traxler - Interim Coordinator (Steve_Traxler@fws.gov)
Bill Miller - Interim Coordinator (William_G_Miller@fws.gov)
Anne Birch - Interim Coordinator (TNC) (abirch@tnc.org)
Thomas Eason - Interim Coordinator (Thomas.Eason@MyFWS.com)

18. Plains and Prairie Potholes [FY10 Funding]

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Rick Nelson - Coordinator (Richard_D_Nelson@fws.gov)
Mike Olson, Science Coordinator (Michael_Olson@fws.gov)

Function:

The Plains and Prairie Potholes LCC will:

- support biological planning and conservation design,
- prioritize and coordinate applied research that informs conservation delivery,
- support the design of inventory and monitoring programs, and
- support the development of scientific analysis that informs and empowers land managers to link actions at project sites to outcomes on broader scales.

- number of entities participating on the Steering Committee: 30
- composition of the Executive-level; Fed, State, NGO, Tribal
- whether the representatives at the Executive-level are executive or staff-level personnel; Exec
- current number of LCC staff: 4

The PPP LCC is governed by a Steering Committee that is administratively and logistically supported by a Technical Committee appointed by the Steering Committee. The Technical Committee may establish *ad hoc* Subcommittees to assist with specific issues to facilitate decision making by the Steering Committee. For example, *ad hoc* subcommittees representing each of the sub-regions (Prairie Pothole, Rivers and Riparian Corridors, and Northern Great Plains) within the PPP LCC may be created.

Steering Committee

Membership and Organization

1. PPP LCC Steering Committee consists of representatives from agencies and organizations that collectively have the following characteristics:
 - a. jurisdictional responsibility for natural resource management
 - b. significant capacity for furthering the purpose of the PPP LCC
 - c. addressing significant natural resource management issues
 - d. provide direct links and communication with other conservation organizations or land managers involved in conservation delivery at local levels

The composition of the Steering Committee includes senior leadership from Federal, State and Provincial agencies, Tribes, and Non-Governmental Organizations with large scale resource management activities in the Plains and Prairie Pothole region. Steering Committee members represent as high an administrative level as possible in order to commit financial, staff, or other resources.

Responsibilities

The Steering Committee of the PPP LCC has the following responsibilities:

1. Serves as the executive body for decision making
2. Provides guidance on policy and develops operational and strategic plans.
3. Promotes cooperation, coordination, consolidation of information, and collaboration among partner organizations to support the goals and objectives of the PPP LCC.
4. Prioritizes projects and related activities recommended by the Technical Committee for implementation and funding.
5. Identifies funding opportunities and other available resources (e.g., staff, in-kind services) for supporting PPP LCC priority projects and activities.

Procedures

The Steering Committee will meet at least twice per year (meetings may be “virtual”). Additional meetings may be called by the Chair, and additional business will be conducted by email, teleconference and web conference. Meetings will normally be scheduled each fall, following the end of the Federal fiscal year, and spring. This allows the Steering Committee to review the LCC’s progress, approve project funding and help formulate annual work plans. Formal meetings will be announced at least one month in advance and will require that a written agenda be distributed at least two weeks prior to the meeting. The Plains and Prairie Pothole LCC Coordinator will serve as the liaison between the Technical Committee and the Steering Committee, assist the Chair and Co-Chair coordinating, administering, and facilitating Steering Committee meetings, ensure information is communicated to all members, and will maintain Steering Committee records. Steering Committee decisions and recommendations will normally be reached through consensus and every effort will be made to reach consensus by discussing issues thoroughly. The PPP LCC Coordinator will provide the Steering Committee with critical information in the form of written briefing statements, reports, and/or oral presentations. This information will include the recommendations that the Technical Committee has made, including any viable alternatives they may have explored. If necessary, issues will be resolved by vote carried by a simple majority. A quorum of voting members of the Steering Committee or their alternates is necessary for a vote. All Steering Committee discussions and decisions will be documented by the PPP LCC Coordinator (or designee) and kept as official minutes to be distributed to all members within two weeks of each meeting. The minutes will be adopted following review and approval by all Steering Committee members. The PPP LCC Coordinator will maintain all Steering Committee files, track deadlines, and ensure decisions are implemented.

Technical Committee

Membership and Organization

1. The PPP LCC Coordinator will chair the Technical Committee.
2. One Technical Committee team member will be appointed from each of the entities represented on the Steering Committee. Additional members may be appointed by PPP LCC Coordinator with approval of the Chair and Co-Chair of the Steering Committee.
3. Technical Committee members should be knowledgeable about landscape scale conservation and climate change to make informed recommendations on priority projects and activities for the Steering Committee’s consideration.

Responsibilities

1. Facilitates a blind peer review process to rank proposals for Steering Committee decisions. Guidance on ranking factors is provided to peer reviewers by the Technical Committee after approval by the Steering Committee. The Technical Committee then uses a common set of final ranking factors to evaluate project proposals.
2. Provides recommendations to the Steering Committee on coordination, planning, staffing and science activities for the PPP LCC.
3. Develops appropriate mechanisms for communicating with and receiving input from organizations not represented on the Steering Committee regarding science needs and capacity for science delivery.
4. Establishes *ad-hoc* Subcommittees to carry out the purpose and function of the PPP LCC.
5. Maintains regular, clear and transparent communication with and among existing conservation partnerships, other LCCs and the Department of Interior’s Climate Science Center.

Procedures

The Technical Committee will meet at least twice per year or as determined necessary by the LCC Coordinators. Any member who cannot attend, or otherwise participate in a meeting may assign an alternate. The Steering Committee will be notified of the time, place and agenda of Technical Committee meetings, and such meetings will be open to all Steering Committee executives.

Conference calls or on-line conferencing may be used in lieu of face-to-face meetings if jointly determined to be useful and prudent. Technical Committee decisions and recommendations will normally be reached through consensus. If necessary, issues will be resolved by a vote carried by a simple majority. A quorum of voting members of the Technical Committee or their alternates is necessary for a vote. A current Technical Committee member cannot serve as an alternate for an absent member, or carry the proxy for the absent member. All Technical Committee discussions and recommendations will be documented by the PPP LCC Coordinator (or designee), and distributed to all Technical Committee members for review and adoption as official minutes. The PPP LCC Coordinator will maintain the files, track deadlines, and ensure recommendations are brought forward to the PPP LCC Coordinator and Steering Committee in a timely manner.

Staffing

The PPP LCC initially will have a dedicated coordinator. This position will be funded by the U.S. Fish and Wildlife Service. The coordinator serves as the LCC’s operations manager with direction from the Steering Committee. Additional staff capacity will be added strategically over time to enhance the PPP LCC’s capability for additional products and services.

Information from the US Institute for Environmental Conflict Resolution (LCC Governance—2010):
http://www.usbr.gov/WaterSMART/docs/Udall_Report_-_LCC_Governance_Structure_Summary_Report.pdf

Plains and Prairie Potholes LCC (PPPLCC) Summary

Steering Committee

Size: 30 entities²²

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

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

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

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

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

Other Committees

Technical Committee

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

²² This figure may be larger, as some entities attend meetings irregularly

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

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

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

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

Staff

Size: 4 FTEs

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

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

Governance Document

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

Funding

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

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

Lessons Learned

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

One key message of importance received from partners is that in order to gain acceptance and commitment from partners the PPP must add value to existing conservation efforts. The PPP should determine how best to fit into a broad range of existing conservation programs and help fill gaps. **Engaging State Agencies:** Initially, the PPP LCC faced skepticism from state wildlife agencies, as they expected the LCCs to be a top-down, FWS-led directive. In order to engage the states, the FWS regional director spent a tremendous amount of time talking to state wildlife agency directors to develop a personal relationship, convince them that the FWS is not intending to direct anything, and that the LCC is intended to work through thorny issues together. The PPP LCC has worked with states in identifying areas of shared responsibility and demonstrating that if an issue is important to a state wildlife agency, then it is important to the LCC and the FWS.

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

General Advice

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

19. South Atlantic [FY10 Funding]

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Ken McDermond – Coordinator (kenneth_mcdermond@fws.gov)
Rua Mordecai - Science Coordinator (rua_mordecai@fws.gov)

- number of entities participating on the Steering Committee: 14
- composition of the Executive-level; Fed, State, NGO, Tribal
- whether the representatives at the Executive-level are executive or staff-level personnel; Exec
- current number of LCC staff: 2

Overall Structure

The SALCC will initially function through a Steering Committee and Task Groups appointed by the Steering Committee to address specific issues. The initial structure and function of the SALCC is a starting point for operation of the partnership but is intended to change and evolve as the partnership develops. The SALCC structure will be reviewed as needed to evaluate whether additional tiers or a different structure would be beneficial (e.g., a committee to assist with operational oversight or a Partnership-At-Large to provide opportunities for a broader set of partners to participate). Any changes to the SALCC structure will be approved by the Steering Committee.

The initial emphasis of the Steering Committee is to quickly create a functioning SALCC. In light of this, to encourage operational efficiency the composition of the Steering Committee outlined in the following section is only an initial take on likely members. However, one of the Steering Committee's first responsibilities will be to conduct a further assessment that will be used to inform the long-term structure and membership of LCC governance. In the meantime, interested organizations not represented on the Steering Committee are encouraged to communicate their views to Committee members and the LCC coordinator. There also will be opportunities to serve on SALCC task groups.

Steering Committee

A. Membership and Organization

1. The SALCC Steering Committee will consist of executive level representatives from organizations that collectively have the following characteristics, especially at a regional level:
 - jurisdictional responsibility for natural and/or cultural resource management
 - significant capacity for furthering the purpose of the SALCC
 - actively engaged in addressing significant natural and/or cultural resource management issues
 - provide direct links and communication with other conservation organizations or land managers involved in conservation delivery, particularly those operating at local levels.The ultimate composition of the Steering Committee is intended to be as broad as necessary to effectively carry out its mission. It is anticipated that it will at least include representatives from state, federal, and local agencies, tribes, NGOs, private organizations, and the academic community.
2. Initial composition of the SALCC Steering Committee will include one primary and one alternate representative from each of the following partner organizations that accepts an invitation to participate at the Steering Committee level.
3. Steering Committee members are expected to represent their agency or organization at an administrative and policy level on matters pertaining to allocating human and financial resources that are inherent to sustained, long term landscape conservation planning and implementation. They should also be sufficiently knowledgeable about landscape-scale

conservation and climate change to make informed decisions regarding SALCC recommendations on priority projects and activities (see #4 under *Responsibilities* below).

4. Member organizations are expected to commit resources (human and financial) to developing a shared vision of landscape sustainability for the SALCC and coordinating their otherwise independent actions in the cooperative pursuit and refinement of that vision.
5. Steering Committee members are expected to, within the limits of their organization's mission and legislative authority, work to align their organization's conservation delivery actions (e.g. acquisition, restoration, and management) such that they support the shared conservation vision for the SALCC.
6. New members will be considered by the Steering Committee upon receipt of a written request to the Chair from the agency or organization that documents its interest in participating and identifies the individual that will be representing such organization. A majority vote of the Steering Committee, with a quorum (majority of members) required for the vote to proceed, is required for acceptance of membership. Removal of Steering Committee seats is determined by the Steering Committee
7. Activities of the Steering Committee are run by an elected Chair and Vice Chair, each of which is elected for a two-year term. At the end of a term, the Vice Chair succeeds the Chair, and a new Vice Chair is elected. The Chairperson will organize and conduct the business meetings of the Steering Committee. The Vice-chairperson shall preside in the absence of the Chairperson.
8. The Steering Committee will schedule at least two meetings per year. Additional meetings may be called by the Chair, and additional Steering Committee business will be conducted by e-mail, teleconference and web conference. If a Steering Committee member is unable to attend a meeting or teleconference, he/she should delegate an individual from their organization with full decision-making authority to represent them.
9. For actions that require Steering Committee approval decisions will be made through consensus. For purposes of SALCC business, "consensus" means votes of affirmation or no objection by members present at the time of the vote. For issues directly affecting the programs or prerogatives of one or more entities not present at the time of the vote, then votes of affirmation or no objection shall be obtained from each such entity prior to the proposal being placed into effect. The presence of at least 60% of the primary or alternate designees from participating entities shall constitute a quorum Steering Committee Membership shall be maintained and recorded in meeting summaries and notes by the SALCC Coordinator or administrative designee of the SALCC Coordinator.
10. All partners are welcome to attend Steering Committee meetings and opportunity will be provided for comment during the Steering Committee deliberations.

B. Responsibilities

The Steering Committee of the SALCC has the following collective responsibilities:

8. Serve as the SALCC's executive body for decision making, providing guidance on SALCC policy and actively engaging in development of the SALCC's operational and strategic plans.
9. Evaluate what additional organizations should be engaged and participate on the Steering Committee and develop appropriate mechanisms for communicating with and receiving input from organizations not represented on the Steering Committee regarding science needs and capacity for science delivery.
10. Promote cooperation, coordination, consolidation of information, and collaboration among partner organizations to support the goals and objectives of the SALCC.
11. Determine the coordination, planning and science activities that the SALCC will undertake. Approve prioritized SALCC-recommended projects and related activities for implementation.

12. Work collectively to identify funding opportunities and other available resources (e.g., staff, in-kind services) for supporting SALCC priority projects and activities. Additional resources will be required to augment existing base funding in order to support the activities of the SALCC.
13. Establish standing and ad-hoc task groups as necessary to carry out the purpose and function of the SALCC; define the initial purpose and responsibilities of each task group; provide direction to task groups and facilitate their progress on action items.
14. Assure regular, clear communication with and among existing conservation partnerships (such as those indicated in the SALCC Development and Operations Plan), other LCCs and the DOI Climate Science Center; maintain transparency in SALCC decision-making.
15. Provide input on SALCC Coordinator position description and selection as Coordinator position reopens.

Task Groups

The SALCC Steering Committee can establish standing and ad-hoc task group, at any time and can identify initial task group chairs at their inception. Task group members can be appointed by the Steering Committee or may be volunteers approved by the task group and will reflect the collaborative character of the SALCC. Task groups will be responsible for accomplishing their responsibilities as defined by the Steering Committee but can refine or expand their tasks in consultation with the Steering Committee. The Chair of each task group will be responsible for reporting the group's progress and results directly to the Steering Committee.

Staffing

The SALCC will have a dedicated coordinator and science and technology coordinator. These positions will be funded by the U.S. Fish and Wildlife Service. The coordinator will serve as the LCC's operations manager, with direction from the Steering Committee, facilitator for meetings of the Steering Committee, and the SALCC liaison with the DOI Southeast Climate Science Center. Additional staff capacity will be added strategically over time to enhance the SALCC's functions to meet partner needs for additional products and services. All staff positions may be supported by, or through, any LCC partner, or shared among partners.

20. Southern Rockies

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Kevin Johnson - Interim Co-Coordinator (kevin_m_johnson@fws.gov)

Avra Morgan - Interim Co-Coordinator (aomorgan@do.usbr.gov)

Southern Rockies LCC Science Plan

It is anticipated that in 2011, the SRLCC Steering Committee will establish a Science Working Group to further develop and implement a Science Plan to meet the needs of SRLCC partners. Membership will likely be established through a formal invitation by the Steering Committee. Members of the working group will be scientists and resource managers from a variety of agencies and tribes that manage cultural and natural resources, and non-governmental organizations. The Science Working Group will relay information and recommendations to the Steering Committee and the Steering Committee will provide

guidance regarding funding and research priorities of the SRLCC.

Steering Committee  Science Working Group

Through the SRLCC Science Working Group, the Southern Rockies LCC will work with its partners to:

1. Identify regional and LCC-wide science needs of the SRLCC partners;
2. Collate an inventory of existing information and conditions that can be used to meet science needs;
3. Add value to monitoring Programs of LCC Partners
4. Identify and/or develop climate change vulnerability assessments for species and ecosystems;
5. Identify and leverage the development climate change response scenarios that would benefit partners;
6. Identify and leverage the development of decision support tools that would benefit partners; and
7. Identify and leverage the development of communication tools and other products that could be used by SRLCC partners

Decision support tools help resource managers assess risks and inform decision-making and management action. The SRLCC plans to pull together the expertise of its various partners and leverage the development and dissemination of decision support tools to increase the conservation effectiveness of a wider range of land managers and partnership groups, both within its boundaries and within other LCCs. Examples of decision support tools that may be needed by partners within the SRLCC include:

- Climate adaptation strategies
- Management scenarios
- Climate-smart modifications to conservation approaches
- Identification of wildlife corridors and crucial wildlife habitats
- Climate mitigation strategies for cultural resources

The development of several decision support tools is already underway. For example, the Western Governors' Association (WGA) has sponsored the Western Corridor Initiative which will provide a seamless Decision Support System for wildlife corridors and crucial wildlife habitats across 18 western states. As signatories to the June 2009 Memorandum of Understanding regarding coordination among federal agencies and states for this effort, the Department of Interior, Department of Energy, and Department of Agriculture recognize the importance of wildlife corridors and crucial habitats and have mutually agreed to assist the WGA in this effort and to work in coordination with the member states to create the state-based decision support systems.

The U.S. Geological Survey (USGS) may be a key partner in development of decision support systems related to climate and species. Several USGS Science Centers within or adjacent to the SRLCC have existing or draft decision support systems that can inform management decisions regarding large river management, alternative energy development, invasive species management, and the conservation of both terrestrial and aquatic species.

The Science Working Group will identify the broad range of decision support tools that are currently available or under development and ensure that partners are aware of these tools

through workshops, webinars, and SRLCC documents.

21. Upper Midwest and Great Lakes

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Craig Czarnecki – Coordinator (craig_czarnecki@fws.gov)

Brian Anderson - Science Coordinator (bda@illinois.edu)

- number of entities participating on the Steering Committee:
- composition of the Executive-level; Fed, State, NGO
- whether the representatives at the Executive-level are executive or staff-level personnel; Exec
- current number of LCC staff:

Overall Structure

The UMGL LCC is governed by a Steering Committee. A Technical Committee provides administrative and logistical support and may establish *ad hoc* subcommittees or working groups.

Steering Committee

Membership and Organization

1. The Steering Committee consists of representatives from agencies and organizations that collectively have the following characteristics:

- a. jurisdictional responsibility for natural resource management
- b. ability to impact landscapes via programs and activities
- c. significant capacity for furthering the LCC's purpose
- d. provide direct links and communication with other entities and landowners involved in conservation delivery at local levels

The composition of the Steering Committee includes senior leadership from Federal, State and Provincial agencies, Tribes, and Non-Governmental Organizations with large scale resource management activities in the Upper Midwest and Great Lakes region. 2.

Activities of the Steering Committee are administered by a Chair and Co-Chair. The interim Chair is the Regional Director of the U.S. Fish and Wildlife Service's Midwest Region. Both positions are elected by the Steering Committee for a two-year term.

Steering Committee members that are unable to attend a meeting or teleconference, must delegate an individual with full decision-making authority. A current Steering Committee member from another organization cannot serve as the alternate, or carry the proxy for the absent member.

Responsibilities

The Steering Committee has the following responsibilities:

1. Serves as the executive body for decision making.
2. Provides guidance on policy and develops operational and strategic plans.
3. Promotes cooperation, coordination, consolidation of information, and collaboration among partner organizations to support the LCC's goals and objectives.
4. Reviews prioritized projects and related activities recommended by the Technical Committee for development and dissemination.

5. Identifies funding opportunities and other available resources (e.g., staff, in-kind services) for supporting priority projects and activities.

Procedures

The Steering Committee will meet at least twice per year (meetings may be “virtual”). The Chair may call additional meetings. The committee will conduct other business by e-mail, teleconference, and web conference. Meetings will normally be scheduled each fall, following the end of the fiscal year, and spring. This allows the Steering Committee to review the LCC’s progress, approve project funding, and help formulate annual work plans. The LCC Coordinator will serve as the liaison between the Technical Committee and the Steering Committee, assist the Chair and Co-Chair, ensure open communication across the LCC community, and maintain records and status of operations.

Steering Committee decisions and recommendations are normally reached through consensus. If necessary, issues will be decided by a two thirds vote. Further, a quorum of voting members of the Steering Committee or their alternates is necessary for a vote. All Steering Committee discussions and decisions will be kept and distributed as official minutes. The minutes will be adopted following review and approval by all Steering Committee members.

Technical Committee

Membership and Organization

1. The LCC Coordinator and LCC Science Coordinator co-chair the Technical Committee.
2. Steering Committee members may appoint one member from their respective organizations to serve on the Technical Committee. Additional members may be appointed by mutual agreement of the LCC and Science Coordinators.
3. Technical Committee members should be knowledgeable about landscape perspectives relating to conservation and climate change.

Responsibilities

1. Formulates and facilitates a transparent process for the identification and prioritization of shared landscape conservation science needs and recommends priority projects and activities to the Steering Committee to meet those needs.
2. Provides recommendations to the Steering Committee on coordination, planning, staffing and science activities for the UMGL LCC.
3. Develops appropriate mechanisms for communicating with and receiving input from organizations not represented on the Steering Committee regarding science needs and capacity for science delivery.
4. Establishes *ad-hoc* Subcommittees to carry out the purpose and function of the UMGL LCC.
5. Maintains regular, clear and transparent communication with and among existing conservation partnerships, other interested or contributory organizations, and the LCC network.

Procedures

The Technical Committee will meet at least twice per year or as determined necessary by the cochairs. Any member who cannot attend, or otherwise participate in a meeting may assign an alternate. The Steering Committee will be notified of the time, place and agenda of Technical Committee meetings. Conference calls or on-line conferencing may be used in lieu of face-to-face meetings if jointly determined to be useful and prudent.

Technical Committee decisions and recommendations will normally be reached through consensus. If

necessary, issues will be resolved by a vote carried by a simple majority of members or alternates present. A current Technical Committee member cannot serve as an alternate for an absent member, or carry the proxy for the absent member.

All Technical Committee discussions and recommendations will be documented by the co-chairs (or designee), and distributed to all Technical Committee members for review and adoption as official minutes. The LCC Science Coordinator will maintain the files, track deadlines, and ensure recommendations are brought forward to the LCC Coordinator and Steering Committee in a timely manner.

22. Western Alaska [FY10 Funding]

Primary Contacts (listed on <http://www.fws.gov/science/SHC/lccinfocontacts.html>):

Karen Murphy – Coordinator (karen_murphy@fws.gov)

Joel Reynolds - Science Coordinator (Joel_Reynolds@fws.gov)