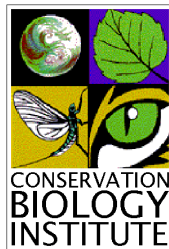


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**PROSPECTUS FOR A
RESOURCE SUPPORT SERVICE FOR
CONSERVATION GROUPS IN SAN DIEGO COUNTY**

Prepared for
San Dieguito River Valley Conservancy

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Conservation Biology Institute's (CBI) mission is providing scientific expertise to support conservation and recovery of biological diversity in its natural state through applied research, education, planning, and community service.

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EXECUTIVE SUMMARY

Over the next decade, approximately one-half million acres of habitat will be set aside for conservation in San Diego County to protect the region's outstanding biological diversity. Protection and management of this open space will require substantial funding and staffing and a coordinated commitment from diverse groups, including municipalities, resource agencies, and local citizens' groups.

Community-based citizens' groups have a vested interest in these open space lands, which embody the quality of life they treasure in San Diego County. Over the past decade or more, these groups have been working somewhat independently in various areas of the county to protect cultural and biological resources and quality of life on a local and regional basis. There will be an even greater need for citizens' contributions in the future with the increased land conservation. For these groups to successfully shoulder this greater responsibility for conservation and management of open space will require:

- A desire and commitment from individual groups to work together and allocate resources more efficiently;
- Mobilizing and coordinating volunteer workforces and jointly identifying needs for regional support;
- A new source of long-term funding, significantly greater than that which is sustaining conservation groups now; and
- Greater political stature and visibility.

This draft report summarizes the status of an initial evaluation of the desirability and feasibility of creating a resource support service for conservation groups in San Diego County. The conservation community generally agrees that such a service, to be successful, should (1) foster collaboration and coordination, not competition, among conservation groups through increased communication, and (2) attract new sources of funding unavailable to individual conservation organizations (i.e., increase the overall level of funding for the region).

This draft report presents a potential strategy for initiating a conservation resource collaborative or center (CRC) to serve the conservation community. The strategy focuses on initially building the capacity to provide a subset of the needs desired by the local conservation groups—namely, Geographic Information System (GIS) services, volunteer coordination, and a conservation clearinghouse—with the assumption that these services currently are not readily available to most San Diego County nongovernmental conservation organizations. Under the proposed strategy, the CRC would be initiated by building capacity within an existing host organization and grow incrementally, at a pace and direction supported by the governing organizations, to coordinate support services for the greater conservation community.

The CRC will require significant financial resources, depending on the level of staffing. In particular, GIS services require substantial capital investment—in equipment, data,

and software development. Estimated annual costs, including capital and operating costs, could range from around \$190,000 in Year 1 to around \$600,000 in Year 8.

It is assumed that the CRC would be funded initially through private contributions and member dues. Obtaining funding for start-up would be realistic only if the CRC has a credible long-term financing plan. A detailed financing plan would be required if the CRC concept moves forward. New public funding would be necessary for continuation of the CRC over the long term, supplemented by fees for services from the user community. In the San Diego region, funding for habitat conservation and management has been linked to the Regional Comprehensive Plan effort to integrate land uses, transportation systems, and other infrastructure needs. Over the next 1-2 years, there is a window of opportunity to secure sustained funding for management and monitoring of conserved lands across the county, as part of the proposed funding package for implementing the Regional Comprehensive Plan. The proposed strategy assumes that this regional funding would serve as the long-term core funding for the CRC, as well as provide new funds to individual local conservation organizations that may, in turn, contract for CRC services.

We hope that this report will generate comments and continued discussions and will help in defining the vision that would most efficiently support and enhance San Diego County conservation efforts.

1.0 INTRODUCTION

There is a sizeable community of nongovernmental organizations (NGO) in San Diego County involved in the conservation and management of the region's important biological and cultural resources, which are increasingly threatened by development pressures. This community of land trusts and Friends groups has similar goals and a demonstrated commitment to working together, but often lacks the capacity to meet their organizations' objectives. A potential approach to supporting the needs of many NGOs in the county would be to establish a Conservation Resource Center or Conservation Resource Collaborative (CRC). Such a center or collaborative would support the constructive involvement of citizens and citizen organizations in the implementation of the San Diego region's habitat conservation planning and protection efforts, biological and cultural resources stewardship activities, applied research and biological monitoring, and adaptive habitat management. In addition, the CRC could facilitate environmental education and help to coordinate volunteerism by students and the public.

1.1 PURPOSE AND NEED FOR PROJECT

The San Diego region is renowned for its rich natural resources and biological diversity. In fact, scientists have identified Southern California as one of 25 global hotspots for biodiversity and species endangerment. The San Diego region is also at the forefront of regional habitat conservation planning, with three large-scale conservation programs in various stages of planning and implementation under the state's Natural Community Conservation Planning (NCCP) program. As a result of these planning efforts, it is projected that hundreds of thousands of acres will be conserved in San Diego County over the next decade and will require long-term management and monitoring to ensure their future viability. Approximately 200,000 acres already have been proposed for conservation as part of the Multiple Species Conservation Program (MSCP) and Multiple Habitat Conservation Program (MHCP). The North County MSCP, in the beginning stages of planning, and the even larger East County program, anticipated to begin planning in the next year, are projected to more than double this total, making the total responsibility for regional habitat conservation, management, and monitoring at least 500,000 acres.

However, continued urban growth and recreational use of conserved open space can irretrievably alter biogeographically unique habitats and associated species and change the character of rural communities. Lack of appropriate stewardship of protected lands will threaten our ability to conserve imperiled resources and to protect evidence of the historic and prehistoric human uses of our landscape. The enormous challenge facing the San Diego region in the next few years is mobilization and coordination of resources to adequately manage a half-million acres of conserved habitats.

Community-based citizen groups and local land trusts are alarmed at these threats to natural resources, community character, and quality of life. However, local citizens' contributions to regional planning, resource conservation, and land stewardship are often hampered by a lack of technical information, analytical tools, and resources. These

community groups do not always have access to GIS technology, research tools, technical expertise, or organizational training, and they are in competition for limited funding and expertise. In many cases, there is inadequate attention to public education and the need for organized mobilization of the regional volunteer base.

The San Diego Foundation is aware of this crisis and is working to increase the access of local groups to the financial resources they need for conservation. To focus its efforts, the Foundation collaborated with the County of San Diego, private donors, and the Land Trust Alliance to conduct a Needs Assessment Survey of San Diego County environmental organizations (Draft Report, September 2002). The results of the survey confirm the need for capacity-building and increased organizational effectiveness, including additional staffing, access to technology, technical skills, mapping, public awareness, training in fund-raising and land stewardship, access to professional contractors, and regional coordination, among other needs. The draft Needs Assessment Survey report cites strategies for overcoming these obstacles, including training for fund-raising efforts and strategic planning, expanded efforts to network and partner with other groups, regional collaboration, sharing of resources and knowledge, and hiring consultants for special projects, among others.

1.2 FUNDING FOR HABITAT CONSERVATION AND OTHER REGIONAL INFRASTRUCTURE NEEDS

Local jurisdictions participating in regional conservation planning under the state NCCP program are obligated to contribute to the costs associated with acquisition, monitoring, and adaptive management of reserve lands. In most instances, the municipalities have included previously protected natural lands under the auspices of the program. The total amount of land that will ultimately be managed under the program is estimated at approximately 500,000 acres. The cost to meet these obligations has been estimated at \$1.3 billion.

Funding this local obligation has been linked to other regional infrastructure needs, as part of the Regional Comprehensive Plan being developed by the San Diego Association of Governments (SANDAG). This plan will serve as the foundation for integrating land uses, habitat conservation, transportation systems, infrastructure needs, and public investment strategies for the San Diego region. The price tag for this linked package is approximately \$50 billion over 30 years, the bulk of which will be directed to transportation expenditures. Funds will be secured through a variety of mechanisms, including re-authorization of an existing transportation (TransNet) half-cent sales tax. Development of this linked funding strategy has been ongoing since 1998-99.

Timing is linked to TransNet authorization, which will expire in 2007. November 2004 or November 2006 is the most likely date for the TransNet ballot initiative. Other funding mechanisms to complete the financing package will be linked to TransNet reauthorization.

The implications of monitoring and managing 500,000 acres of natural lands have elicited the support from the wildlife agencies and local governments for empowering local land trusts and conservancies as full partners in the effort. Because of this, it is essential to continue the institutionalization of NGOs prior to regional funding coming "on line." A CRC representing the NGO conservation community could be a key structural element in this conservation strategy. Decisions related to conservation plan implementation endowments are under discussion at this time.

1.3 FEASIBILITY STUDY

The San Diego Foundation has been working with an anonymous donor interested in conservation efforts in San Diego County. From a list of proposed projects, the donor elected to fund a study of the feasibility and desirability for establishing a resource support service for conservation groups in San Diego County. The San Dieguito River Valley Conservancy accepted the funds, and the Conservation Biology Institute (CBI) served as project manager for the study, which has been divided into two phases. The first phase of the study included an exploratory workshop and discussions of alternative strategies for sharing resources among multiple organizations (Section 2). The organizations included land trusts, volunteer support groups (i.e., "Friends" groups such as Friends of Los Peñasquitos Canyon Preserve), environmental support groups (e.g., Audubon Society, California Native Plant Society), and other cultural resource and habitat conservation groups (Appendix A). The objective of these discussions was to evaluate ways to most efficiently enhance the effectiveness of biological and cultural resources conservation in San Diego County, recognizing the differences in size, geographic focus, and organizational development among conservation groups.

In addition, CBI conducted research on other organizational models across the country and evaluated the local availability of technical services (Appendix B). Together with Onaka Planning & Economics, CBI developed a strategy for resource sharing, based on this information and our familiarity with regional conservation needs. This draft report summarizes the status of the first phase evaluation and proposes a strategy for proceeding. Review of this report will launch the second phase of the study, which will include an evaluation of the level of community agreement with the proposed strategy, refinement, and focusing on next steps. We hope that this report will generate comments and continued discussions and will help in defining the vision that would most efficiently support and enhance San Diego County conservation efforts.

2.0 ALTERNATIVE CONCEPTS

2.1 EXPLORATORY WORKSHOP

Based on the results of the Needs Assessment Survey and discussions with the conservation community in San Diego County, a group of conservationists organized a workshop to discuss the desirability and feasibility of establishing a CRC in San Diego County that would meet some of the community's needs. Approximately 40 people, involved with a cross-section of local NGOs (Appendix A), participated in a workshop at the San Diego Zoo to contribute to a constructive dialogue on the concept of a CRC. Workshop participants discussed whether a CRC is desirable and were asked to help develop and provide input on the factors to be considered in this feasibility analysis for a CRC. These discussions focused on how to initiate development of a CRC, rather than to describe the final scope of the CRC. Workshop participants were divided into four groups to discuss the following issue areas relating to development of a CRC:

1. Functions and phasing
2. Institutional structure
3. Financing
4. Facility and resource requirements

Notes from the workshop were summarized and posted on the CBI website (www.consbio.org/cbi/hcrc.htm) for review and comment by participants. Workshop participants suggested a range of CRC services and institutional alternatives and asked that CBI investigate existing organizational models for a resource support service.

2.2 RANGE OF CRC ALTERNATIVES

The four workshop groups discussed a range of alternative concepts for a center or collaborative that provides resource support services. This range included a completely virtual center at one end, to a collaborative of organizations, to creating a new institution in a new facility at the other. The range of alternatives can be characterized as a continuum of increasing services and costs. Following are descriptions of potential options or phases along this continuum and an evaluation of the advantages and disadvantages of each, relative to the resource support needs identified in the workshop and by the Needs Assessment Survey report. There also could be various permutations of the four options that are not described here.

2.2.1 Virtual CRC

A virtual CRC or newsletter via a website could be established as a venue for networking and communication among NGOs. A virtual CRC would not directly provide coordination or services to user groups, but rather would be a source of information about other organizations and service providers. A virtual CRC would passively facilitate the current networking among groups who choose to use it. This option may serve as an

appropriate start-up or interim CRC or could assist with an organizational networking function as part of one of the alternatives below. There would not be a physical facility for this option.

The virtual CRC would require a web master to maintain information and a server to make it available. Funds from participating NGOs could be pooled to support an existing staff person as a web master or to contract out for this service. One NGO would serve as the contract administrator or coordinator, and a committee of NGO representatives would decide what information would be included. NGOs within San Diego County would provide information to the CRC for posting or provide links to existing websites with relevant information.

The primary benefit of this alternative is the relatively low cost to start and maintain it. This process would facilitate information exchange among NGOs that choose to use it and would not exacerbate competition for funds.

The drawbacks of a virtual alternative are the limited services that it could provide and a minimal capability to foster collaboration and build capacity of existing NGOs. The virtual CRC would not address the major organizational needs expressed in the Needs Assessment Survey. In addition, a virtual option would not likely attract the funding necessary to increase the scope of services to address these organizational needs (i.e., to move beyond a virtual center in the future) and consequently may not be sustained over time.

2.2.2 Existing NGO as Host

Many participants at the Zoo workshop felt that the most pragmatic approach to establish a CRC would be to build necessary capacity within an existing organization, which would then support the larger NGO community. This approach could be used as a potential start-up option for a resource center or be designed as a permanent solution for a collaborative. An existing NGO or institution could house or "host" start-up of the CRC and could provide the functions of the CRC on a short-term or long-term basis. These functions could include the information services that were the focus of the Virtual CRC, plus an additional set of services deemed in high demand by the user community. Under this option or phase, the CRC would utilize existing staff at the host NGO, hire new staff to support the CRC, and/or contract out services on an as-needed basis to fulfill the desired functions. A project manager/coordinator would be designated by the host NGO or contracted to oversee CRC staff or contractors, and services would be provided at the host NGO's facility or contractor's facility.

Under this option, the CRC could provide a greater set of services than under the Virtual CRC alternative. The principal drawbacks of this alternative, expressed by several workshop participants, are (1) available capacity-building funds would be directed to the host NGO, as opposed to distributed among NGOs, (2) the host NGO might monopolize the services of the new staff or contractors to the extent they are unavailable to other NGOs, or the services are not equitably available to the NGO community, and

(3) individual NGOs with a local geographic focus lack the regional perspective fundamental to supporting a regional conservation program. An option to address the first two concerns would be to create a governing body, comprised of representatives of the NGO user community, that would direct the project manager/coordinator, direct expenditure of funds, and provide a broader geographic perspective.

2.2.3 Coalition of NGOs or Conservation Collaborative

Using a decentralized, nodal model, a coalition of existing NGOs could initiate start-up of the CRC and provide its functions on a short-term or long-term basis, either through contracting out for services or using staff of existing NGOs. Under this option or phase, different nodes of the CRC would be established in existing host NGO facilities, depending on their areas of expertise and interest, and these organizations would provide services to organizations outside of the CRC coalition. The NGOs comprising the coalition under this alternative would also form the governing body for the CRC.

The benefits and drawbacks of this alternative are similar to the Existing NGO as Host alternative (Section 2.2.2), with the potential added benefits of using the resources of multiple organizations to increase the scope of services offered and spreading capacity-building funds among multiple organizations.

The potential for expanded capabilities and capacity of this alternative would imply greater costs than with the Existing NGO as Host alternative. Ensuring that (1) CRC funding is distributed optimally across the coalition NGOs, (2) there is not unproductive competition for these funds, and (3) CRC services are delivered equitably and efficiently may be more challenging with a coalition of NGO hosts than with a single NGO host. The importance of a strong governing body and an effective project manager/coordinator, empowered to coordinate staff across the coalition NGOs, are increased with this model.

2.2.4 New NGO as Host

A new NGO could be formed to provide CRC services to existing NGOs. The services provided would focus on supporting needs identified by the NGO community in the Needs Assessment Survey, or some subset of these needs. Under this option, representatives of participating NGOs would comprise the governance structure of the new organization (e.g., Board of Directors or Executive Committee), and services would be provided to the entire NGO community, including those outside of the governance structure. The governing body of the new NGO would hire staff and/or contract out services to fulfill the desired functions of the CRC. They would likely require a project manager/coordinator to oversee the day-to-day operations of the CRC. This new NGO ultimately could be housed at a new CRC facility, although start-up could be initiated at an existing NGO facility.

The potential benefits of a new organization stem from its focus as a service provider and coordinator for the entire NGO community, independent of any individual organization and its mission, and the potential ability to attract new financial resources. As an

independent organization, the CRC potentially would have fewer issues relating to the equitable distribution of services to the NGO community versus the organization(s) hosting the CRC and would provide a broader geographic perspective. Proponents of this model argue that an independent organization that represents and is governed by the NGO community would be more successful in campaigning for and securing a portion of the proposed regional funding for open space initiatives than existing individual NGOs.

A drawback of this alternative is the higher cost, relative to the other alternatives, associated with the formation of a new organization and a new facility to house it. This was a concern of many individuals attending the Zoo workshop, along with the fear that resources devoted to establishing and maintaining a CRC would be siphoned from resources supporting existing NGOs. There was also concern that the financial support required for this model could not be sustained over the long term.

2.3 EXISTING ORGANIZATIONAL MODELS

Participants at the Zoo workshop asked CBI to explore existing organizations that might serve as models for a CRC. A list of organizations for consideration was suggested at the workshop, which was supplemented by organizations suggested by individuals during the course of this study. The majority of these organizations are located outside of San Diego County. In addition, we examined some existing San Diego County organizations and their relationships to determine if services desired by the conservation community already exist and if there are existing relationships that should be strengthened or serve as CRC models. Appendix B includes a discussion of existing organizational models.

2.3.1 Examples of Existing Relationships in San Diego County

There are several examples of coordination among conservation groups in San Diego County that have been established to share resources (Appendix B.1). The current relationships among San Diego County NGOs have centered around networking and informal information-sharing, or one-time workshops, as opposed to collaboratively exchanging services over the long-term to enhance the technical capabilities of individual NGOs. There has been no consistent funding support for these activities through the years, nor any plan for attracting funding support to benefit all land trusts and other conservation NGOs across the county. However, The San Diego Foundation is initiating a program to build capacity in a targeted set of local conservancies.

Generally, each of the San Diego NGOs focuses on specific programs and specific geographic areas. None currently has the breadth of capabilities that were identified in the Needs Assessment Survey report or the workshop for this project. However, there are several organizations in San Diego County that provide or sponsor the services that the conservation community desires. These services include land management expertise, regular networking functions, cooperation in lobbying for acquisition funds, library of references and directory of conservancies, and expertise in cultural and biological resources conservation and management. At least two conservancies are exploring ways to share staff and training workshops (Back Country Land Trust and Lakeside

Conservancy, Appendix B.1). At a minimum, the conservation community in the San Diego region should become acquainted with the various resources available to them. The lack of awareness of available resources and expertise was a specific comment from many of the conservation groups. Clearly, a comprehensive assimilation of this information would benefit the conservation community.

2.3.2 Other Support Groups

A review of existing models of other support groups across the country reveals that there are many examples of the type of resource support service being considered by San Diego conservation groups (Appendix B.2). All have paid staff, and many provide services sought by San Diego NGOs. Most of these groups have a specific geographic focus, and most charge membership dues and/or a fee for services. Some have operated over a decade or more and have demonstrated results. Furthermore, it appears that there is financial support for such groups. It is also clear that such a group, in San Diego County or elsewhere, could not be successful without both a significant initial funding source for establishment and a sustained funding source for long-term operation. As an alternative to establishing a regional resource center, San Diego conservation groups may consider independently or jointly using the resources or services of some of the California-based providers reviewed.

2.4 SUMMARY

Of the four alternative options discussed at the workshop, most participants agreed that a centralized website would facilitate communication and networking among local NGOs and provide information on resources (e.g., GIS data, species information), service providers, links to technical information, volunteer needs, and summaries of NGO activity in the region, despite its limitations for attracting additional funding for capacity-building of the region's NGOs. The concept of a virtual center should be pursued, either as a first step toward formal collaboration or as a goal in itself.

However, to meet the challenge we face today in San Diego, the conservation community must adopt an approach that:

- Provides a vehicle for obtaining significant new sources of funding to support the needs and missions of existing NGOs, and
- Facilitates mobilization of volunteers and other resources through greater cooperation and coordination among NGOs.

The San Diego conservation community could work to tailor a collaborative effort that efficiently and effectively meets these criteria and furthers local and regional conservation. Successful models for such an entity exist throughout the country and have the following common characteristics: dedicated staff, broad geographic perspective, and long-term financial support from outside of the conservation community that the organization supports. The following sections describe a potential strategy for initiating such a collaborative effort, based on input from the workshop and associated discussions.

3.0 POTENTIAL STRATEGY FOR A CRC

This section presents a potential strategy for initiating a collaborative resource support service for the conservation community in the San Diego region. Clearly, this effort for initiating a CRC is not warranted without (1) the desire and support of the user community and (2) a successful effort to obtain both initial funding for start-up and sustained funding for long-term operation. This strategy assumes there can be initial foundation support for start-up and there will be sustained financial support for operation from a regional funding source for open space conservation and management in San Diego County (Section 5). This strategy is described in the hopes of clarifying a vision for further consideration and discussion by the local NGOs.

3.1 KEY CONCEPTS FOR DEVELOPMENT AND OPERATION

Several central objectives emerged from the workshop and other discussions that could be used as key concepts to guide initial development and operation of a CRC. These concepts meld selected strategies of the four alternative CRC options discussed in Section 2.2 and the existing models summarized in Section 2.3.

1. Make the land trusts and Friends groups community most effective and collaborative.
2. Foster collaboration and coordination, not competition, among conservation groups through increased communication, partnering, and resource-sharing.
3. Achieve greater visibility and political stature by institutionalizing NGOs as partners in regional conservation planning and implementation (including the NCCP programs), and facilitate placement of conserved land under effective local community stewardship.
4. Provide services that do not replace or duplicate services provided by existing local land conservancies and Friends groups. Focus initially on building a subset of the needs desired by the local NGOs—namely GIS services, volunteer coordination, and a conservation clearinghouse—with the assumption that other administrative and board-building services are already locally available (e.g., through The San Diego Foundation and Land Trust Alliance).
5. Jointly identify needs for regional support.
6. Begin start-up of the operation with a narrow focus of centralized services within an existing, "neutral" host organization.
7. For initial start-up, fund a dedicated Project Manager or Administrative Coordinator from an existing NGO, hire a new staff person to serve as a dedicated Project Manager for the CRC, or contract out for these services.
8. Develop incrementally by adding dedicated staff and resources over a period of years to work out logistics, maintain financial efficiency, and sustain adequate funding.

-
9. Attract new sources of funding unavailable to individual conservation organizations (i.e., increase the overall level of funding for the region as opposed to diverting existing resources to network activities).
 10. Obtain some level of financial support or in-kind services from participating organizations.
 11. Campaign for a regional funding source for ongoing, sustained funding of a CRC.
 12. Focus on supporting organizations in San Diego County.

The CRC will not fulfill NCCP program obligations of the local jurisdictions and wildlife agencies relating to implementation of biological monitoring, habitat management, and subregional data management activities (e.g., MSCP). However, as partners coordinated through a CRC, local NGOs could contribute to and support the capabilities of the NCCP management programs.

3.2 NAME AND MISSION

3.2.1 Name

The name should reflect the utility of the entity to support not only NGOs with a habitat or open space conservation mission, but also those that focus on the conservation and management of cultural resources. There has been discussion of whether the entity should be described as a Collaborative, Council, or Network, which emphasizes the alliance of the groups involved, or described as a Center, which implies more of a physical location and coordinating function. The names that have been suggested for the entity include:

- Southern California Conservation Collaborative
- Conservation Resource Council
- Conservation Resource Network
- Conservation Resource Center

For purposes of facilitating discussion, this report will refer to the entity as the CRC, which could be the Conservation Resource Council, Collaborative, or Center. The geographic focus will be San Diego County.

3.2.2 Mission

The mission of the CRC is to:

- Build the capacity of local conservation organizations to protect and manage natural and cultural resources on a regional basis by providing services to these organizations.

-
- Serve as a regular interface among community-based organizations in San Diego County and among NGOs, the academic community, public land stewards, local governments, landowners, and the public.
 - Act as a networking center and clearinghouse by providing guidance, staff, databases, and analytical tools to assist individual NGOs in land conservation and management.
 - Provide a framework for integrating efforts in individual geographies to work toward regional conservation goals.
 - Grow into the collective voice of the NGO conservation community.

The CRC will accomplish this mission by providing staff with the necessary technical expertise or facilitate finding the necessary technical expertise (e.g., other NGOs or contractors) to meet the specific needs of the user organizations.

3.3 INSTITUTIONAL STRUCTURE

This discussion focuses on how to initiate development of a CRC structure, rather than to describe the final structure of the CRC.

3.3.1 Governance Structure

It is expected that the institutional structure of the CRC will evolve over time with the growth of services, membership, and funding support, but will be established initially as a coalition of NGOs. The activities of the CRC will be conducted according to the Standards and Practices of the Land Trust Alliance. These nationally recognized standards address the legal, ethical, and financial responsibilities of nonprofit organizations involved in the protection and management of open space. Participating groups will prepare a Memorandum of Agreement that establishes operating and governance procedures. All conservation organizations will be eligible to participate, through association fees and/or commitment of volunteer time or other resources. Participants will appoint a non-compensated Executive Committee that will set policy direction and will represent the broad range of interests and geographies of the diverse NGO community in San Diego County. The Executive Committee will prepare a business plan that emphasizes financial sustainability. After a period of operation, the Executive Committee will decide whether to incorporate the CRC as a new 501(c)(3) organization or remain as a coalition of NGOs. The Executive Committee can also make decisions regarding establishing a new, independent facility, which will likely depend on the outlook for a sustainable funding source.

3.3.2 Staffing and Operations

The Executive Committee will identify an initial funding source for the first few years (e.g., private foundations and user fees) to support staff, contractors, and other resources and identify an existing "neutral" organization (or organizations) to serve as the host for initial operations. A dedicated staff member from an existing organization, a newly hired

staff person, or a contractor will serve as the Project Manager or Administrative Coordinator for the CRC and will be responsible for using existing staff, hiring new staff, or contracting out for specific services. Although the staff will be housed at an existing host organization, staff will be paid by the CRC and directed by the Project Manager on behalf of the Executive Committee to help ensure equitable allocation of services. Existing organizations will volunteer time for specific services, depending on area of expertise and time commitment by the organizations. The result will be a joint effort of staff, consultants, and volunteers. The sphere of operations will be limited to San Diego County.

3.4 FUNCTIONS AND SERVICES

The CRC cannot be expected to provide comprehensive support functions for all NGOs. The establishment of the CRC will be phased such that it performs one set of functions in the initial phase and enhanced or additional functions in later phases. The conservation community generally agrees that the CRC should provide services that are not currently provided and that would make their organizations more effective. For some functions, the CRC will provide a coordination service, while for other functions the CRC will actually provide or contract out the service. The CRC will facilitate coordination and cooperation among NGOs by serving as a central clearinghouse of information on regional resource issues, technical databases and maps, directory of NGOs and summary of their activity in the region, volunteer needs, and service providers (e.g., land appraisers, legal assistance, etc.) to meet the needs of the conservation community. The CRC will also facilitate collaboration among NGOs and service providers on grants. The CRC could also serve as an "incubator," providing technical services in support of new conservation NGOs where there is an identified geographic need or resource need.

The GIS information needed by the conservation community includes regional resource and land cover information and maps (e.g., vegetation communities, species distributions, generalized cultural resources distributions, ownership patterns, land uses, etc.), regional conservation reserve designs, and links to technical information on exotic species control strategies, habitat restoration strategies, and trail siting and maintenance.

Following is a list of the services in highest demand by the conservation community, based on results of the workshop and associated discussions. These initial functions will form the foundation of the CRC, with other functions potentially being added later, depending on the needs and desires of the user community.

Priority functions for initiation of the CRC:

1. Develop and maintain a reference library and resources website to coordinate and communicate stewardship activities and needs among NGOs (i.e., the conservation clearinghouse described above).
2. Provide GIS training, guidance, and technical expertise, and provide access to GIS facilities, databases, and map products.
3. Develop a referral handbook with a list of services and service providers.

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4. Provide regional volunteer training and coordination.
 5. Develop standards and criteria for habitat management plans that include identification and protection of cultural resources.
 6. Share costs and provide administrative oversight for technical consultants in land conservancy management and monitoring efforts (e.g., fire management, weed control, habitat restoration), and share costs for equipment and supplies.
 7. Present a regional, cohesive voice on education and environmental issues.
 8. Develop and publish environmental education and outreach materials.
 9. Inventory existing skills and expertise of the conservation community.
 10. Sponsor technical training workshops and scientific symposia, and provide a venue for environmental groups, researchers, and land managers to discuss issues related to habitat monitoring and management.

Examples of functions that could be added later:

11. Support and assist with land management and stewardship tasks.
12. Provide as-needed science support (e.g., provide technical expertise on biological and cultural resources surveys, prepare habitat management plans, provide advice on management and monitoring issues, develop invasive species control programs, etc.).
13. Develop a docent handbook and standardized education materials on biological and cultural resources.
14. Provide guidance, technical expertise, and assistance in preparing grant applications.
15. Develop educational materials on conservation easements and tax incentives.
16. Provide a facility for regional storage of equipment used in habitat research, management, and restoration activities.
17. Develop a landowner recognition program.

4.0 PLAN FOR INITIATION AND PHASING

4.1 OVERVIEW

As desired by the conservation community, the CRC will have an incremental growth strategy, initiated by building capacity within an existing host organization (or organizations) to coordinate support services for the greater conservation community. The initial phases of operation (Phases I and II, Years 1-4) will support a set of basic services that will be maintained throughout the growth and evolution of the CRC. These services have been grouped into three general programs: Core Services, GIS Services, and Biology Services. The Core Services program will include:

- Web-based Conservation Clearinghouse
- Volunteer Coordination
- Training, Education, and Outreach
- Project Management (general coordination and administrative oversight of contracts)

The GIS Services program initially will include GIS Projects and Outreach and a GIS Website (online GIS database and tools). The Biology Service program initially will focus on developing Management Standards for conserved areas. These programs are discussed further in Section 4.2.2. The CRC governing body will decide which services will be added in later years (Special Services), based on the needs of the user community and funding support.

It is assumed that initiation of the CRC will be funded primarily through private contributions and member dues (see Section 5.1). Initial revenues would fund one full-time equivalent Project Manager and one full-time equivalent GIS Technician or Web Master. In the initial phases of the CRC, the Project Manager will serve multiple functions, including Volunteer Coordination.

It is assumed that public funding (i.e., the regional funding source for NCCP) would be necessary for continuation of the CRC after Year 4 (Phase III), supplemented by fees for services, grants, and private contributions. In Phase III, the CRC could evolve into a separate entity with an Executive Director, dedicated staffing, and a sustainable funding program. Decisions concerning the evolution and ultimate organization of the CRC would be made by the CRC governing body.

The following sections describe the steps necessary to establish the CRC, begin operation, and grow to become the resource provider of support services desired by the conservation community. Tables 1 and 2 summarize the projected growth of capabilities and programs over an 8-year period.

Table 1. Projected CRC Capabilities*

Year	Phase I		Phase II		Phase III			
	1	2	3	4	5	6	7	8
Staff								
Project Manager or Executive Director	1	1	1	1	1	1	1	1
GIS Technician/Web Master	1	1	1	1	1.5	1.5	1.5	1.5
Administrative Assistant			0.5	0.5	1	1	1	1
Biologist			0.5	0.5	1	1	2	2
Volunteer Coordinator					0.5	0.5	1	1

* Staff or consultants, in full-time equivalents.

Table 2. Projected CRC Programs and Phasing

Year	Phase I		Phase II		Phase III			
	1	2	3	4	5	6	7	8
PROGRAMS								
Core Services								
• Project Management								
• Conservation Clearinghouse								
• Volunteer Coordination								
• Training, Education, and Outreach								
GIS Services								
• GIS Projects and Outreach								
• GIS Website								
Biology Services								
• Management Standards								
• Science Support								
Special Services								

4.2 PHASE I—INITIATION

4.2.1 Plan of Action

1. CBI circulates this draft report among the conservation community for review and comment.
2. CBI prepares a final report based on the comments received. Conservation groups sign the report as a demonstration of their support for the CRC concept described in the report. These are the "seed NGOs."
3. Each of the seed NGOs appoints a representative to the CRC. This group will function as the initial governing body (Executive Committee).

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4. The Executive Committee prepares a Memorandum of Agreement (MOA) to establish the CRC. The incentives for signing on to the MOA include a share of the governance decisions during the initiation phase.
 5. The Executive Committee develops a mission statement that includes initial functions of the CRC and identifies staffing and resource needs.
 6. The member organizations (a) inventory their assets in the form of staff expertise and resources, (b) identify existing external capabilities, contractors, or partnerships for filling gaps, and (c) identify sources of start-up funding.
 7. The Executive Committee identifies the organization(s) that will initially serve as the host facility.
 8. The Executive Committee assigns, hires, or contracts with a Project Manager.
 9. The Project Manager assists the Executive Committee in preparing a detailed business plan that includes longer term cost assessments, budgets, endowment needs, and funding strategies (an analysis of sources of operational funding).
 10. The Project Manager assists the Executive Committee in preparing a proposal to seek public and private grants to establish the CRC.
 11. The Project Manager assists the Executive Committee in (a) coordinating a program for including funding for conservancies in the NCCP regional open space funding initiative and (b) campaigning for public support for the funding initiative.

4.2.2 Functions and Staffing

The Executive Committee will direct the Project Manager in organizing and coordinating start-up of the CRC. This will include administration of Core Services and GIS Services.

Core Services

1. Web-based Conservation Clearinghouse. This will require coordination by the Project Manager and in-house or contract-based services of a Web Master. If conducted in-house, the GIS Technician will create and administer the website.
 - a. Evaluate capabilities within the member NGOs and potential service providers for GIS mapping and biological technical services. This information will provide the basis for a resource website to coordinate and communicate stewardship activities and needs among NGOs.
 - b. Establish and maintain a web-based clearinghouse for resource information and information-sharing among conservation groups.
 - c. Coordinate development of technical support services for conservancies.
2. Volunteer Coordination. The Project Manager could initiate the Volunteer Coordination program. Alternatively, this will require paying an existing

-
- NGO staff member or contracting with a part-time Volunteer Coordinator to serve member organizations.
- a. Identify existing volunteer coordination needs and existing staff members or volunteers who perform this function.
 - b. Establish a Volunteer Coordination program that would link conservancy projects with groups seeking community service projects.
3. Training, Education, and Outreach. The CRC will work with member groups, agencies, local jurisdictions, and contractors, as needed, to:
- a. Develop and publish environmental education and outreach materials.
 - b. Present a regional, cohesive voice on education and environmental issues.
 - c. Sponsor technical training workshops and scientific symposia, and provide a venue for environmental groups, researchers, and land managers to discuss issues related to habitat monitoring and management.
4. Project Management. The Project Manager will provide the following services.
- a. Provide administrative oversight of CRC staff and technical consultants providing CRC services.
 - b. Implement direction from the Executive Committee.

GIS Services

1. GIS Projects and Outreach. The following functions will be performed through a combination of in-house and contracted services.
 - a. Provide GIS training and support GIS needs of the conservancies (e.g., map-making and database queries).
 - b. Maintain and update GIS databases.
2. GIS Website ("GIS Online"). The following functions will be performed through a combination of in-house and contracted services.
 - a. Create a website that allows access to GIS databases and map products. Potential GIS databases include vegetation communities, topography, species distributions, generalized cultural resources distributions, ownership patterns, land uses, and aerial photography, among others.
 - b. Design and implement a web-enabled tool for standardized map production.
 - c. Develop and implement a web-enabled tool to track conservation status.
 - d. Maintain and update databases, and enhance website functionality, as needed.

Tasks (a), (b), and (c) will likely require out-sourcing, with an estimated cost of around \$16,000 for Task (a) and \$27,000 for Tasks (b) and (c). Task (d) may be performed in-house or contracted out at a cost of around \$21,000 per year.

4.2.3 Facility and Resource Requirements

The CRC will operate out of an existing office of a member NGO or local institution. Many activities will take place at various locations around the county, and information will be distributed via the Internet. The office will be equipped with a telephone, fax machine, computer(s), printer, GIS plotter for oversize maps, high-speed Internet access, and minimal office furniture for CRC use. The CRC will hold meetings at various locations around the county, depending on room availability.

4.3 PHASE II—YEARS 3-4

4.3.1 Plan of Action

1. The Executive Committee hires a part-time Administrative Assistant.
2. The Project Manager continues to contract with (or hires) a GIS Technician/Web Master and a Volunteer Coordinator.
3. The Project Manager hires or contracts with Biologists to provide needed services.
4. Depending on the outcome of the regional funding initiative, the Executive Committee modifies the business plan.
5. Depending on the outcome of the regional funding initiative and the direction given by the Executive Committee, the Administrative Assistant assists in researching a physical facility and location for the CRC.

4.3.2 Functions and Staffing

The CRC will continue to provide the Core Services and GIS Services identified in Phase I. In addition, the GIS Website (GIS Online functionality) will be enhanced. This will include the ability for individual user groups to maintain and update regional databases and track conservation status and priority acquisition parcels using the GIS website. Biology Services also will be added in Phase II. Staff or outside contractors will include Project Manager, GIS Technician/Web Master, Administrative Assistant, and part-time Biologist(s).

Biology Services

1. Management Standards. Member groups will share costs, and the CRC Project Manager or in-house Biologist(s) will work with member organizations, other technical specialists, scientists, and agencies in:

-
- a. Developing standards and criteria for habitat management and monitoring plans that include identification and protection of cultural resources.
 2. Science Support. The Project Manager or in-house Biologist will work with science institutions or other contractors to provide technical support to NGOs in:
 - a. Land conservancy management and monitoring efforts (e.g., fire management, weed control, habitat restoration).
 - b. Purchasing and storing, on behalf of member groups, equipment and supplies for management and monitoring.
 - c. Other services as determined by member NGOs.

4.3.3 Facility and Resource Requirements

As most services will likely continue to be contracted out, the CRC will continue to operate out of an existing office of a member NGO or local institution, with the same resources as outlined above (Section 4.2.3). Many activities will continue to take place at various locations around the county, and information will continue to be distributed via the Internet.

4.4 PHASE III—LATER YEARS

4.4.1 Plan of Action

The outcome of the regional funding initiative and desire of the member NGOs will determine future growth of the CRC. Assuming that the initiative is approved and that individual NGOs and the CRC are allocated annual budgets to help with management and monitoring of the regional preserve system, the following actions are anticipated:

1. The Executive Committee hires an Executive Director for the CRC.
2. The Executive Committee and Executive Director establish a physical location and facility for the CRC.
3. The Executive Director conducts a marketing campaign to establish new partnerships, gain new member organizations, and market services to local agencies and jurisdictions.
4. The Executive Committee discusses the need for a Scientific Advisory Committee or formal partnerships with local researchers.

4.4.2 Functions and Staffing

By Year 5, it is projected that the CRC will have the following staff: Executive Director (or Project Manager), Administrative Assistant, Volunteer Coordinator, Biologist, and GIS Technician/Web Master. Specific tasks will continue to be contracted out to various technical specialists. In addition to the services provided in Years 1-4, following are

examples of potential additional services that may be added, depending on member need and funding support.

Special Services

1. Provide science support, e.g., technical expertise on biological and cultural resources surveys, habitat management plans, management and monitoring issues, invasive species control, trail maintenance, etc.
2. Develop a docent handbook and standardized education materials on biological and cultural resources.
3. Provide guidance and technical expertise in preparing grant applications.
4. Organize and sponsor training sessions.
5. Work with groups like The Trust for Public Lands and The Nature Conservancy to develop educational materials on conservation easements and tax incentives.
6. Develop a landowner recognition program.
7. Provide project management, contracting, and cost sharing for individual conservancy projects (e.g., habitat restoration projects, cultural resources investigations, education or outreach project, specialized surveys, etc.).

4.4.3 Facility and Resource Requirements

The location of the CRC facility will be the subject of much discussion. The CRC could lease larger space from an existing institution (e.g., local university, San Diego Natural History Museum) or member organization, or the CRC could lease an independent office space. Alternatively, acquisition of land with an existing structure(s) would provide a symbolic refuge for the CRC. Finding a site for the CRC may provide an opportunity for raising funding to protect a critical property, perhaps one with a historical facility that could be preserved for use by the CRC. Regardless of location, the conservation community has suggested that the following resources be provided at the CRC facility:

1. Phone, fax, copier, office furniture, separate rooms for offices.
2. Computers, printers (color inkjet and black-and-white laser), scanner, software, high-speed Internet connection (i.e., DSL, cable modem, or wireless), GIS plotter, and digitizing pad.
3. Laboratory space with sink to support such things as plant and invertebrate sample processing and identification.
4. Conference space with tables and chairs.
5. Library and bookshelves.
6. Facility for regional storage of equipment used in habitat research, management, and restoration activities.

5.0 FUNDING

There are several key concepts that will drive the pursuit and establishment of efficient and sustainable funding for a CRC. The funding plan that follows is based on these concepts.

1. The NGO conservation community must be viewed as partners with local jurisdictions and agencies in regional conservation planning and implementation. Formation of a CRC will achieve greater visibility and political stature for the NGO conservation community.
2. Institutionalizing the partnership among NGOs, local jurisdictions, and agencies in San Diego County will allow access to additional resources (e.g., the regional funding source for NCCP) and, at the same time, leverage the use of limited staffing and equipment.
3. A credible NGO presence with a regional vision can attract new sources of funding for start-up and operation that is not available to individual conservation organizations.
4. There is a current "window of opportunity" provided by the proposed funding of regional conservation programs, possibly on the 2004 ballot (Section 1.2). Formation of a CRC will boost the campaign to obtain public approval for regional conservation funding and provide strategic positioning for the NGO conservation community to obtain long-term funding for open space management, both for individual NGOs and for the CRC. This is critical to sustaining the NGO conservation community in San Diego County and to ensuring the long-term viability of a CRC.
5. A commitment of funding from participating organizations, in the form of membership dues and/or fees for services, will encourage ownership and independence as well as foster collaboration. A portion of these fees could be paid for by the regional funding source cited above.
6. During Phases I and II (approximately Years 1-4), the CRC programs will focus on providing support services to member organizations. In Phase III (beginning around Year 5), the CRC will undertake, or manage through a partnership with member organizations, expansions of those services or new services that the conservation community believes are most needed at that point in time. Management and technical capacities will be increased to match the requirements of those projects.

5.1 PHASES I-II

5.1.1 Start-up and Operating Costs

Salaries and Consultants

The primary operating expenses will be salaries for the staff and/or fees for consultants or independent contractors. In Phases I and II, it is anticipated that there will be one full-

time Project Manager and one full-time GIS Technician. To keep costs low, the Project Manager will also function as a Volunteer Coordinator, and the GIS Technician will create and maintain the main CRC web page. In Phase II, an Administrative Assistant and a Biologist will be added at one-half time (or contracted for services), slightly expanding the possible range of services.

Office Expenses

It is assumed that the CRC will lease space, or be donated space, in an existing office of a member NGO or local institution.

Operating Expenses

Expenses such as accounting, dues, supplies, printing, and copying will be tied to the level of activity. It is anticipated that these expenses will account for a small proportion of the budget during the initial years.

One-time Costs

It is anticipated that there will be substantial one-time, start-up costs for office and computer equipment (around \$22,000) and for data and software development (around \$58,000 over 3 years). It will be important to obtain private contributions to invest in these start-up costs, particularly for GIS data and software development. Once the GIS database is developed, user fees will be requested to recover some of the initial costs and also to pay for ongoing maintenance.

5.1.2 Potential Funding Sources

There are three primary sources of funding envisioned for Phases I-II:

- Private—for specific projects and services
- Public—for start-up costs or ongoing operational and service-specific support
- Membership and/or service fees

Private Foundations and Donations

National and local foundations, including The San Diego Foundation, could be expected to fund one-time start-up costs or costs for specific projects and services. It is less likely that private foundations would contribute to long-term operational costs of the CRC.

Public Funding

Availability of public funds is limited. However, some sources should be considered for specific services. These could include the California Department of Fish and Game NCCP grants, federal Endangered Species Act Section 6 funds, funding from state or local bond measures, and general funds of local governments.

Fees for Services

This category of funding could include annual membership dues of constituent organizations, fees for services, or contracts with local governments or agencies. Membership dues could be required on a sliding scale or an ability-to-pay basis, i.e., less than full cost recovery. For example, annual dues for the Maine Land Trust Network (Appendix B.2) are graduated according to the member organization's size, maturity, and ability to pay (ranging from \$150 to \$550). The membership fee for the Gathering Waters Conservancy (Appendix B.2) is variable and based on the organization's operating budget. Annual membership fees are \$50 for non-land trust NGOs, \$100 for land trust NGOs with operating budgets less than \$10,000, and \$250 for land trust NGOs with operating budgets greater than \$10,000.

The CRC could sell services to or exchange services or assets with local governments, agencies, conservation organizations, and others. Examples of these services include:

- Scientific or land-based information collected by local land trusts and others
- Library, references, data
- Scientific investigation and analysis
- Website hosting
- Equipment
- Photography, printing, graphics, publications

5.2 PHASE III

5.2.1 Operating and One-Time Costs

After the initial period, it is anticipated that the CRC will expand the range and scale of support services provided to local conservation organizations. In particular, if a regional funding program is established for San Diego's NCCP programs (as required by agreements between the local jurisdictions and the federal and state wildlife agencies), then the CRC will have a unique opportunity to provide data and scientific support to the extensive habitat and open space management functions needed for those programs.

Salaries and Consultants

Beginning in Phase III, it is anticipated that the Project Manager function will evolve into an Executive Director position. The Executive Director will be supported by an Administrative Assistant and a Volunteer Coordinator. Both the GIS staff and the Biology staff would be increased to meet the demands of additional work.

Office and Operating Expenses

It is assumed that the CRC will need to lease its own space to support the larger staff. Operating expenses are expected to vary roughly in proportion to staff expenses.

One-time Costs

Additional equipment purchases and data and software development will be needed to support the expanded operation.

Special Services

Depending on the availability of regional funding, CRC could coordinate, and pass-through to member organizations, funds to conduct specific open space management functions or other special projects required by the regional conservation programs.

In Year 8, with up to 6.5 full-time equivalent staff, annual costs to operate the CRC are projected to total about \$600,000 (Table 3). This includes an allocation of \$112,000 for Special Services (e.g., cost-sharing for projects of member organizations).

5.2.2 Potential Funding Sources

The CRC will continue efforts to secure private and public contributions toward operation. Revenues over the long term, however, would rely primarily on a regional funding program to be established by local jurisdictions participating in the two regional habitat conservation programs in San Diego County, i.e., the MSCP and MHCP (Table 4). Local jurisdictions are currently exploring various options for revenues to be committed to the regional funding program, including sales tax, special assessment, and special tax.

A substantial portion of on-going operations funded by the regional funding program (excluding acquisitions) could be allocated to member organizations. CRC would provide support services to the organizations in carrying out the on-going operations and receive fees in return. The regional funding program could also directly fund work conducted by the CRC.

5.2.3 Endowment and Capital Campaign

The initial years of the CRC will require substantial, supplemental funding assistance, in light of large capital and start-up costs and probable shortfall in on-going revenue support. Through Year 4, the *cumulative* funding requirement, that cannot be met through revenues from local contributions, member dues, and fees for services, could total about \$350,000 (Table 4). Clearly, initiating the CRC will require an endowment or a donor commitment, e.g., from a large foundation, to cover the cumulative shortfall during the initial years.

The CRC financing plan must therefore include a capital campaign from the beginning, as well as obtaining on-going private and public contributions toward its operations and finding long-term users for its services.

Table 3. Estimated Operating Expenses (in thousands of dollars)

Year	Phase I		Phase II		Phase III			
	1	2	3	4	5	6	7	8
Core Services								
• Operating costs	68	70	82	84	141	144	172	177
• One-time costs	10	--	5	--	5	--	5	--
GIS Services								
• Operating costs	75	75	87	89	128	129	133	136
• One-time costs	38	27	16	--	15	--	10	--
Biology Services								
• Operating costs	--	--	30	30	93	95	171	175
• One-time costs	--	--	--	--	5	--	5	--
Special Services	--	--	--	--	20	103	40	112
Total	\$191	\$172	\$220	\$203	\$407	\$471	\$536	\$600

See Section 4 for descriptions of services.

Table 4. Projected Income Stream (in thousands of dollars)

Year	Phase I		Phase II		Phase III			
	1	2	3	4	5	6	7	8
Private and Public Contributions	15	27	40	52	63	75	88	100
Dues and Fees for Services	35	62	89	116	144	171	198	225
San Diego Regional Funding	--	--	--	--	200	225	250	275
Total	\$50	\$89	\$129	\$168	\$407	\$471	\$536	\$600
Additional Funding Need	\$141	\$83	\$91	\$35	--	--	--	--

6.0 ISSUES FOR CONTINUED DISCUSSION

There are still many issues for the conservation community in San Diego County to resolve regarding a cooperative effort to create a resource support service that could be shared by member groups. While some of these issues can be worked out or evolve over the next several months, resolution of other issues may depend on the success of local conservation groups to position themselves as a partner in regional conservation and management. Three things are clear:

1. Community-based conservation groups must shoulder a substantial part of the responsibility for protecting our resources and quality of life. The local jurisdictions and wildlife agencies do not have sufficient resources to protect and manage the land they already have conserved, much less the land that ultimately will be conserved as part of the NCCP programs to protect biological diversity and cultural resources (approximately one-half million acres!). Furthermore, they do not have the passion and local access that community-based groups can commit.
2. Community-based conservation groups currently do not have the resources to meet this challenge, and working at the status quo will not get us there. Attracting additional funding resources that allow conservation organizations to expand their capacities and improving cooperation among organizations to use funding more efficiently are critical to being able to meet this responsibility.
3. The time to act is now. Due to a lack of protection and resource management, our hard-fought public lands and other conserved open spaces are being degraded on a daily basis, as a result of human use, invasive plant and animal species, urban runoff, dumping, inappropriate recreational activities, and adjacent land uses. Furthermore, new development proposals are outpacing conservation planning and implementation across the county. There is a window of opportunity to secure regional funding for management and monitoring of conserved lands, and the CRC may provide an opportunity to ensure that some of this funding is directed to the NGO conservation community.

We hope that many issues can receive further analysis by reviewing and providing comments on this draft report and suggestions for next steps and other issues that should be discussed. Among the issues that need continued discussion:

- What is the best and most efficient way for conservation groups to assume more responsibility for land conservation and management in the San Diego region?
- Can this additional responsibility be assumed through a conservation collaborative without staff and without a "bricks-and-mortar" facility?
- How can additional capacity-building funds from The San Diego Foundation and other sources be leveraged to work toward greater capacity in the region?

-
- How should user fees for a CRC be structured? Should there be membership dues for a CRC? What support is available from existing organizations?
 - How can the CRC minimize competition for resources with existing organizations?
 - How can we ensure that the CRC distributes services equitably among user groups?
 - How do we decide which organizations have access to the CRC services?
 - How do we decide which organizations, and how many, comprise the governing body (Executive Committee)?
 - What are the potential funding sources for start-up, and how do we ensure financial sustainability for the CRC?
 - Is the geographic distance between a CRC facility and user-NGOs a real issue? How can this issue be best addressed?
 - Should the CRC serve an advocacy role? The CRC could assist in developing strategies to further specific environmental causes, but many advocacy groups have different goals and strategies than the land trust community.
 - Are there small, "starter" projects that the conservation community could undertake now that would show progress toward long-term goals for a CRC? If so, what are the priority projects? Could some of the services outlined in this report (e.g., selected GIS projects) be undertaken now, with relatively little funding?

APPENDIX A

WORKSHOP PARTICIPANTS

<u>Name</u>	<u>Affiliation</u>
Craig Adams	San Dieguito River Conservancy
Simeon Baldwin	The Environmental Trust
Dick Barber	Palomar Audubon Society
Michael Beck	Endangered Habitats League
David Bittner	Wildlife Research Institute
Cindy Burrascano	California Native Plant Society
Susan Cary	Volcan Mountain Preserve Foundation
Noelle Collins	Back Country Land Trust
Van Collinsworth	Preserve Wild Santee
Tim Costanza	Escondido Creek Conservancy
Bonnie Gendron	Cuyamaca Rancho Foundation
Susan Hector	Planning and Research Collaborative
David Hogan	Center for Biological Diversity
Rob Hutsel	San Diego River Park Foundation
Deborah Jones	SD River Park - Lakeside Conservancy
Mike Kelly	Friends of Los Penasquitos Canyon
Bill Kuni	The San Diego Foundation
Rick Landavazo	Friends of Hellhole Canyon
Jeff Lincer	Wildlife Research Institute
Andy Mauro	San Elijo Lagoon Conservancy
Anne McEnany	International Community Foundation
Jun Onaka	Onaka Planning & Economics
Mary Anne Pentis	Vernal Pool Society
Kris Preston	Friends of Hellhole Canyon
Phil Pryde	San Diego Audubon Society
Jim Royle	Archaeology Center
Fred Sandquist	Batiquitos Lagoon Foundation
Trish Smith	The Nature Conservancy
Markus Spiegelberg	Center for Natural Lands Mgmt
Jerre Stallcup	Conservation Biology Institute
Cindy Stankowski	Archaeology Center
Alan Thum	San Elijo Lagoon Conservancy
Wallace Tucker	Fallbrook Land Conservancy
Karen Tucker	Fallbrook Land Conservancy
Michael White	Conservation Biology Institute
Emily Young	The San Diego Foundation
David Younkman	National Wildlife Federation

ALSO INCLUDED ON CRC MAILING LIST

Name	Affiliation
Peter Anderson	Jamul Trails Council
Evelyn Ashton	Friends of Santa Margarita River
Fred Cagle	SWIA
Molly Jean Featheringill	Cuyamaca Rancho Foundation
William Fenn	Kohlberg Foundation
Doug Gibson	San Elijo Lagoon Conservancy
Ted Gotchalk	Paradise Creek Educational Park, Inc.
Donny Hunsaker II	The Environmental Trust
Mike McCoy	SWIA
Karen Messer	Buena Vista Audubon Society
Scott Morrison	The Nature Conservancy
Linda Nordstrand	Anza Borrego Foundation
Jim Peugh	San Diego Audubon Society
Allison Rolfe	San Diego BayKeeper
Seth Shulberg	Batiquitos Lagoon Foundation
Wayne Spencer	Conservation Biology Institute
Leonard Wittwer	Escondido Creek Conservancy
Cheryl Wegner	Ramona Trails Association

APPENDIX B

EXISTING ORGANIZATIONAL MODELS

B.1 EXAMPLES OF EXISTING RELATIONSHIPS IN SAN DIEGO COUNTY

CENTER FOR NATURAL LANDS MANAGEMENT (CNLM) AND THE ENVIRONMENTAL TRUST (TET)

CNLM and TET conduct land management and monitoring for numerous conserved properties in San Diego County. CNLM also provides training on estimating annual operating costs and an endowment (Property Analysis Record) for managing a specific property.

SAN DIEGO ARCHAEOLOGICAL CENTER (SDAC)

SDAC is a nonprofit organization governed by a volunteer Board of Trustees and with a paid Director. SDAC provides technical expertise and professional information and works on exhibits, workshops, and educational programs with a variety of government and nongovernmental organizations. The SDAC facility in San Pasqual Valley provides a venue for lectures, volunteer training, and student internships and research opportunities.

SAN DIEGO COUNTY COALITION FOR LAND CONSERVATION

This informal alliance was assembled by The Nature Conservancy with the objective of producing a "marketing brochure" to showcase priorities for acquisition in San Diego County. The brochure is being used to lobby Sacramento legislators and provide information to justify acquisition of key properties.

SAN DIEGO LAND CONSERVANCY COALITION

This group was originally formed in 1991 as the Center for Conservation and Education Strategies. It is a nonprofit coalition of major land conservancies in San Diego County. It has published a directory of land conservancies in San Diego County, formed an advisory council, and held biannual networking meetings.

MODEL FOR COLLABORATIVE RESOURCE-SHARING BETWEEN THE BACK COUNTRY LAND TRUST AND LAKESIDE CONSERVANCY

These two NGOs recently have developed a proposal to share resources to increase their volunteer, membership, and fund-raising capacities (White Paper-Building Organizational Capacity and Sustainability for Nonprofits through Resource Sharing and Collaboration, Lakeside Conservancy and the Back Country Land Trust, December 2002). The proposal includes: hiring one staff person as a Volunteer and Member

Coordinator to work half-time for each of the two land trusts, holding a joint board training session on board-level fundraising, and developing a suite of sponsorship opportunities (i.e., a Donor Recognition Program). The model has not yet been implemented.

SAN DIEGO RIVER COALITION (SDRC)

This newly formed coalition includes groups and organizations with a common interest in the San Diego River. Its mission is to preserve and enhance the San Diego River, its watershed, and its natural, cultural, and recreational resources. Also, the SDRC will act as the Citizens Advisory Committee (CAC) to the Policy Committee of elected officials that has formed to work on San Diego River Park issues.

THE SAN DIEGO FOUNDATION

The San Diego Foundation maintains a valuable library of references and resources for NGOs. The Foundation has sponsored workshops and was responsible for coordinating the Needs Assessment Survey. The Foundation currently is developing a capacity-building program focused on local land trusts.

B.2 OTHER SUPPORT GROUPS

CALIFORNIA COASTKEEPER ALLIANCE

The California CoastKeeper Alliance, formed in 1999, is a coalition of six “Keeper” organizations in Southern California: Santa Barbara ChannelKeeper, Ventura CoastKeeper, Santa Monica BayKeeper, Orange County CoastKeeper, San Diego BayKeeper, and Baja California CoastKeeper. Keeper organizations are nonprofit, citizen-based water patrol organizations that serve as public advocates for a particular waterbody. The California CoastKeeper Alliance provides a network of support and coordination among member organizations and a unified voice on regional issues.

Functions

- Advocates for stronger laws and more enforcement resources at public hearings and with state and federal legislatures.
- Provides legal expertise to member organizations to challenge major statewide polluters and excessive resource exploitation and to pursue litigation, if needed.
- Assists with current and new programs to duplicate enforcement and litigation successes.
- Restores habitats on a regional scale and ensures that this restoration is effective and sustainable. For example, the Southern California Regional Kelp Restoration Project utilizes Keeper biologists and volunteers to implement coordinated kelp restoration and monitoring projects at adopted sites.

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- Provides professional training to all keepers in Southern California to help build their capacity for technical, educational, and development programs.

Staff and Board of Directors

Staff: Executive Director, Outreach Director, and Regional Kelp Project Manager.

Board of Directors: 11 members comprised of representatives of the member Keeper organizations and individuals outside of the member organizations.

Financial Support

Support is provided through foundations, memberships, and donations to member organizations, volunteers, and interns.

CONSERVATION BIOLOGY INSTITUTE

Established in 1997, the Conservation Biology Institute's (CBI) mission is to provide scientific expertise to support conservation and recovery of biological diversity in its natural state through applied research, education, planning, and community service. CBI's expertise is in applications of GIS and remote-sensing, large-scale conservation planning and assessments, and endangered species and wetlands regulations. CBI works in collaboration with other scientists, technical specialists, and like-minded organizations. CBI seeks to provide high quality and affordable conservation science and expertise to organizations that may not otherwise have access to such resources.

Functions

- Conducts conservation assessments and planning studies.
- Provides teams of experts to conduct projects relating to research, monitoring, and management of natural lands.
- Provides technical review and input on behalf of environmental organizations and public agencies.
- Assists with proposals and manages technical projects for environmental organizations and public agencies.
- Conducts classes, lectures, and training on conservation and environmental topics.

Staff and Board of Directors

Staff: Executive Director and 12 staff in two offices (Corvallis, Oregon and San Diego, California).

Board of Directors: 7-member board.

Financial Support

Support is provided through foundations, public and private grants, user fees, contracts, and donations.

COUNCIL OF COMMUNITY CLINICS

The Council of Community Clinics is the oldest of three separate organizations (Council of Community Clinics, Community Clinic Health Network, and Council Connections) that provide support services to San Diego's Community Health Centers. The shared goal of these organizations is to serve as the health care safety net for the uninsured, providing services and technical expertise to help community health centers achieve their mission.

Functions

- Assists in public policy development, grassroots community organizing, and government relations.
- Provides technical assistance and operational support.
- Promotes community education and wellness.
- Promotes HIV prevention.
- Provides grants management and resource development services.

Staff

Information not available at this time.

Financial Support

The Council relies primarily on government grants and public contributions.

GATHERING WATERS CONSERVANCY

This conservancy is a coalition of nearly 40 land conservancies in Wisconsin. The majority of these land conservancies are local (as opposed to statewide) in their focus. Apart from being a unified voice for Wisconsin's land trust community and providing technical assistance on conservation issues, Gathering Waters Conservancy promotes better public understanding and support for land trusts and encourages public policies that strengthen Wisconsin's land and water conservation efforts.

Functions

- Provides landowners and land trusts with the most current information on conservation options.
- Helps new land trusts get started, teaches effective management of nonprofit organizations, and works with existing land trusts on more complex conservation issues.
- Provides databases, an extensive library, and expertise to organizations trying to protect Wisconsin's land and water resources.
- Cooperates with other land trusts to preserve key parcels of land in their local communities.

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- Communicates with land trust staffs and boards, other conservation professionals, landowners, and the general public.
 - Provides training and networking opportunities by hosting regional and statewide land trust conferences, and conducts special workshops across the state on land trust issues. A newsletter provides information and land trust updates.

Staff and Board of Directors

Staff: Executive Director, Program Director, Director of Development and Communications, Program Assistant, and Project Coordinator and Landowner Contact.

Board of Directors: 11 members from local land conservancies and from outside of these organizations.

Financial Support

Gathering Waters Conservancy is supported by donations, public and private grants, individual memberships, and organizational memberships. The fee for organizational memberships is variable and based on the organization's operating budget. Annual membership fees are \$50 for non-land trust NGOs, \$100 for land trust NGOs with operating budgets less than \$10,000, and \$250 for land trust NGOs with operating budgets greater than \$10,000.

GREATER YELLOWSTONE COALITION

The Greater Yellowstone Coalition (GYC), formed in 1983, consists of individuals and organizations dedicated to protecting the lands, waters, and wildlife of the Greater Yellowstone ecosystem. GYC is an advocacy organization that assists other advocacy groups to help them achieve their mission by working in partnership, providing leadership with other groups on issues, and providing expertise and training.

Functions

- Defines and promotes ecosystem management of the Greater Yellowstone region by working with local communities to improve land management and developing recommendations for national and local incentives linking a healthy environment with economic stability. GYC has been involved in promoting wilderness legislation and crafting local land agreements.
- Advocates for and assists in securing funding for land acquisition, environmental clean-up, and maintenance of National Park infrastructure. GYC identifies land conservation targets and commissions technical studies on particular issues by other scientists and organizations.
- Serves as an advocate for responsible land use planning in the region. GYC leads campaigns to stop incompatible projects such as logging, hard rock mining, and hydroelectric development.
- Produces a newsletter, updates, and fact sheets to inform its membership.

Staff and Board of Directors

Staff (23): Executive Director, Program Director, Associate Program Director, Private Lands/Stewardship Director, Deputy Stewardship Program Director, Issues/Outreach Coordinator, Rivers Conservation Coordinator, Conservation Organizer, Winter Use Communications Director, Director of Publications and Website, Communications Coordinator, Organizational Systems/Development Director, Associate Development Director, Membership Director, Director of Foundation Giving, Human Resources Director, Front Office Coordinator, Financial Director, Systems Administrator, Financial Associate, Idaho Representative, Idaho Program Assistant, and Wyoming Representative.

Board of Directors: 22 individuals from business, agriculture and ranching, environmental activist groups, and foundations.

Financial Support

GYC is supported by individual, organizational, and business memberships. Montana residents are eligible for special tax credits for contributions to the GYC endowment. GYC also receives grants from private foundations.

GREENBELT ALLIANCE

The Citizens for Regional Recreation and Parks (CRRP) was founded in 1958 as an organization of environmentally concerned individuals and groups that would later become the Greenbelt Alliance. CRRP was created to protect parks and recreational areas in the Bay Area. In 1969, CRRP was renamed People for Open Space (POS) to reflect the group's new commitment to preserving additional spaces such as ranch lands, agricultural lands, and wildlife preserves. POS established Greenbelt Congress in 1984 as a parallel group that fought for open space through activism and grassroots organizing. After 3 years of parallel work, Greenbelt Congress and POS merged to become Greenbelt Alliance—establishing the organization's dual focus of grassroots activism and policy research. Greenbelt Alliance has offices in San Francisco, San Jose, Walnut Creek, Fairfield, and Santa Rosa, California. The Alliance focuses on issues of smart growth, open space protection, affordable housing, good transit, and livable communities.

Functions

- Provides a Greenbelt Outings program.
- Educates youth about stewardship and conservation issues.
- Campaigns to save open space from wasteful sprawl development.
- Works with municipalities to establish urban growth boundaries.
- Advocates for good planning.
- Provides policy recommendations to regional transportation, open space, environmental, and intra-governmental agencies.

Staff and Board of Directors

Staff: 20 staff members, including Executive Director, Field Director, Communications Director, Outings Coordinator, Internet Outreach Coordinator, Development Director, Grant Writer, Membership Coordinator, 4 administration staff, and local Field Representatives.

Board of Directors: 34 board members comprised of government officials, environmentalists, activists, and concerned citizens.

Financial Support

Information not available at this time.

GREENINFO NETWORK

Started in late 1995, GreenInfo Network was envisioned as a pathway for nonprofits to access the power of computer-based mapping and related visualization and analysis. The initial idea behind GreenInfo was to focus on bringing GIS capacity into a wide range of organizations—allowing them to install the software, get trained in how to use it, and develop their own maps. While appropriate for some groups, this strategy was not as useful or easy to manage as GreenInfo's current approach, which focuses mostly on doing projects for individual groups or coalitions of groups. While GreenInfo still provides support to those groups who want to install GIS, it is not the primary focus. Its primary geographic focus is California. GreenInfo Network also maintains an interest in helping similar organizations get established in other parts of the country.

Functions

- Creates GIS projects for public health, social services, and environmental issues, e.g., analyzing conservation and open space needs, showing community demographics and activities or service areas, evaluating the geographic distribution of members or target groups, assessing urban land use patterns, and creating interactive CDs.
- Provides technical support and advice on GIS resources to GIS users.
- Assists in developing multi-group collaborations.

Staff

Staff: 9 staff in two offices (San Francisco and Los Angeles, California).

Financial Support

GreenInfo Network is supported by grants from private foundations; software, equipment, and in-kind services from private companies; and user fees. GreenInfo Network functions as a nonprofit consulting organization and charges fees for services.

LAND TRUST ALLIANCE

Founded in 1982, the Land Trust Alliance (LTA) is the national leader of the private land conservation movement, promoting voluntary land conservation across the country and providing resources, leadership, and training to the nation's 1,200 nonprofit, grassroots land trusts, helping them to protect important open spaces. LTA also works with state land trust service centers (e.g., Gathering Waters Conservancy) to provide services and technical assistance to regional organizations.

Functions

- Provides information and training on Standards and Practices for land trusts.
- Provides publications, workshops, and training in areas such as fund-raising, board development, conservation easements, lobbying, regional legislative and policy issues, negotiation skills, etc.
- Provides a job opportunity network of land trusts looking to fill staff positions.
- Provides grant opportunities to land trusts for land conservation.
- Provides a web-based newsroom with information of interest to land trusts.
- Works on legislative initiatives to promote land conservation and increase the role of land trusts in public policy decisions.
- Provides a liability insurance program for member organizations.

Staff and Board of Directors

Staff: 40 staff organized into 6 regional programs (the Pacific Region office was recently closed) and a headquarters in Washington, DC.

Board of Directors. The LTA is governed by a Board of Directors.

Financial Support

The LTA is supported by membership dues and grants from private foundations. Membership categories include individuals, land trusts, nonprofit conservation organizations, businesses, and government agencies.

MAINE LAND TRUST NETWORK (MLTN)

The MLTN is a communications and coordination service provided by the Maine Coast Heritage Trust to land conservation organizations throughout Maine. Its services are funded by the Maine Coast Heritage Trust and membership dues and are available to all member organizations. The MLTN was created in 1995 to formalize the mutually advantageous relationship between the state's largest land trust, Maine Coast Heritage Trust, and the state's 88 local land trusts. The MLTN has become the vehicle for land conservation organizations to act as a supportive, cooperative community.

Functions

- Serves as a clearinghouse for communication and coordination.
- Provides technical information on land conservation techniques and standards and practices among land trust managers and conservation professionals.
- Fosters leadership to address issues of interest to all Maine land conservation organizations.
- Strengthens individual land trusts and increases the effectiveness of Maine's land conservation community.

Staff and Steering Committee

Staff: The Maine Coast Heritage Trust provides a coordinator to administer the Network.

Steering Committee: 15 land trust leaders from member organizations.

Financial Support

Services are funded by the Maine Coast Heritage Trust and annual membership dues. Dues are graduated according to the member organization's size, maturity, and ability to pay (ranging from \$150 to \$550).

NEW YORK PUBLIC INTEREST RESEARCH GROUP FUND, INC. (NYPIRG)

NYPIRG started the Community Mapping Assistance Project (CMAP) in 1997 to inform the public about consumer protection, social justice, the environment, and government reform. CMAP's mission is to strengthen nonprofit, philanthropic, and public service organizations by providing affordable access to computer mapping and other data visualization technologies. CMAP has provided mapping services to more than 300 organizations to educate policymakers, board members, and the media; illustrate outreach materials; secure funding; and provide access to information about health care, the environment, transit, and education.

Functions

- Provides customized web-based map servers and mapping services.
- Provides printed maps (including posters, transparencies, overlays, etc.), graphic images, and media visuals.
- Provides address-matching for membership records, program locations, etc.
- Conducts spatial analyses.

Staff and Advisory Committee

Staff: Director, Senior Programmer/Analyst, GIS Mapping Analyst and Web Designer, GIS Mapping Analyst, Programming Associate, GIS Associate.

Advisory Committee. CMAP has a seven-member Advisory Committee.

Financial Support

CMAP is supported by grants from private foundations, in-kind services, and user fees.

SOUTHERN CALIFORNIA WETLANDS RECOVERY PROJECT

The Southern California Wetlands Recovery Project is a partnership of public agencies working cooperatively to acquire, restore, and enhance coastal wetlands and watersheds between Point Conception and the international border with Mexico. It is a project of the California Coastal Conservancy. Using a non-regulatory approach and an ecosystem perspective, the Wetlands Recovery Project identifies wetland acquisition and restoration priorities, prepares plans for priority sites, pools funds to undertake these projects, implements priority plans, and oversees post-project maintenance and monitoring.

Functions

- Develops, prioritizes, implements, and monitors wetland acquisition and restoration projects. Project proposals are submitted by environmental organizations, land conservancies, and local governmental agencies.
- Provides web-based information such as grant information, conferences and training, maps and photos, profiles of Southern California watersheds, and other resources. The organization maintains a searchable reference and data library and a listing of volunteer opportunities by county.
- Provides a web-based map server that allows the user to view selected data layers for particular watersheds.

Staff and Board of Directors

Staff: a project manager at the California Coastal Conservancy, a Public Outreach Coordinator, and a Grants Administrator.

Board of Directors. The Wetlands Recovery Project is headed by a Board of Governors comprised of top officials from each of the participating governmental agencies. The Board is advised by the following groups/committees:

- The Southern California Wetlands Managers Group is responsible for drafting the regional restoration plan and advising the Governing Board on regional acquisition, restoration, and enhancement priorities.
- The Public Advisory Committee represents community and interest group views to the Wetlands Project Governing Board. It is comprised of elected officials, members of the environmental community, members of the educational community, and members of the business/private sector community.
- A panel of scientists with expertise in birds, fishes, invertebrates, vegetation, water quality, hydrology, coastal processes, and the design and restoration of Southern California wetlands.

Financial Support

Initial funding to develop the Wetlands Recovery Project came from the State of California through an interagency grant from the Department of Fish and Game to the Coastal Conservancy. Several participating agencies also contributed funds and services for development of the Southern California Coastal Wetlands Inventory. The Wetlands Recovery Project has developed a draft strategy to secure \$200 million from federal, state, local, and private sources to fund its projects over the next 10 years.

SOUTH FLORIDA REGIONAL RESOURCE CENTER

The South Florida Regional Resource Center is a newly developed concept for increasing the abilities of South Florida's residents and neighborhoods to influence and shape public policy issues at a regional level. It will combine elements of a regional community-building intermediary, a regional partnership and collaborative for concerted action, and a community design center to solve neighborhood-based problems and to connect residents and neighborhoods to regional opportunities and resources. The Regional Resource Center will be administered by the Catanese Center, in cooperation with the Collins Center for Public Policy, Inc., and the South Florida and Treasure Coast Regional Planning Councils.

Functions

- Provides an improved website with enhanced site capabilities.
- Updates the Imaging the Region report, by identifying ways in which the region has changed during the 1990s and by focusing on a smaller set of key indicators that are most closely related to sustainable development.
- Establishes an advisory board of nationally recognized experts in the area of regional indicators to advise on selection and dissemination of the indicators.
- Builds a regional indicators information exchange with Chicago-based organizations using indicators and with other regions in Florida.
- Conducts an Analysis of Regional Policy Networks to improve the capacity for regional governance around critical focal issues.
- Develops a Regional Scorecard that could help to provide the format for a national system of regional scorecards.

Staff and Board of Directors

Information not available at this time.

Financial Support

Florida Atlantic University has recently received a \$600,000 grant from the John D. and Catherine T. MacArthur Foundation to help develop the South Florida Regional Resource Center.

SUSTAINABLE NORTHWEST

Established in 1994, Sustainable Northwest is a nonprofit organization dedicated to building local community capacity and building partnerships that promote environmentally sound business practices, natural resource management decisions, and consumer choices in the communities of the Pacific Northwest. The group is based in Portland, Oregon, and serves Oregon, Washington, California, Montana, and Idaho.

Functions

- Builds the capacity of local communities to implement environmental restoration and sustainable economic development through partnerships.
- Facilitates meetings with diverse community leaders, helps them craft a common vision for sustainability, and provides advisory and technical assistance to help them reach their goals.
- Increases the capacity of local entrepreneurs to develop and market sustainable products and services, leading to creation of conservation-based businesses.
- Fosters communication between environmental and economic interests, promotes leaders in sustainability, tracks the results of sustainability initiatives, and shares innovative solutions to social and environmental challenges through publications, events, and the media.

Staff and Board of Directors

Staff: 16 staff organized into four groups:

- Administration—President, Finance and Administration Director, Administrative Associate, Development Manager, Information Technology Manager.
- Partnerships for Community Stability Program—Community Programs Director, Community Programs Coordinator, Community Partnerships Officer, Lake County Resources Initiative Director, Lake County Resources Initiative Coordinator.
- Healthy Forests, Healthy Communities Partnership—Program Director, Coordinator, Marketing Manager.
- Education and Outreach—Communications Director, Communications Assistant, Communications Associate.

Board of Directors: seven members from the regional business, governmental, and environmental community, and a 23-member Advisory Council with membership drawn from businesses, foundations, and environmental organizations across the country.

Financial Support

Sustainable Northwest is supported by grants and donations from individuals, government and public agencies, corporations, and private foundations.