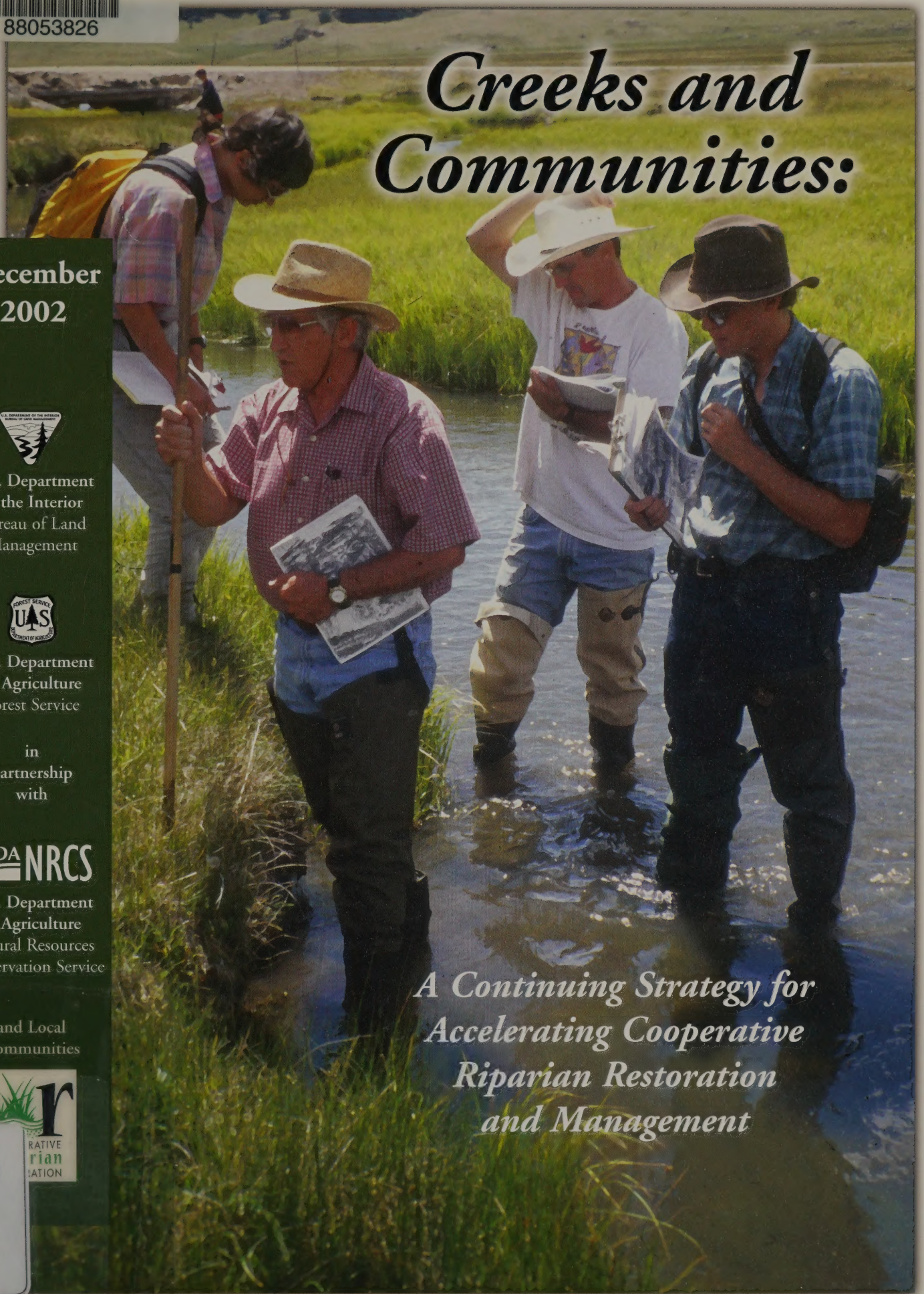
Creeks and Communities:



A Continuing Strategy for Accelerating Cooperative Riparian Restoration and Management

December 2002

U.S. Department of the Interior
Bureau of Land Management

U.S. Department of Agriculture
Forest Service

in partnership with

USDA NRCS
U.S. Department of Agriculture
Natural Resources Conservation Service

and Local Communities

The Riparian Coordination Network consists of:

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BLM/WO/GI-03/004+6740

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Prepared by the
Riparian Coordination Network

December 2002

Suggested citation:

Riparian Coordination Network. 2002. Creeks and communities: A continuing strategy for accelerating cooperative riparian restoration and management. Bureau of Land Management, Denver, Colorado. BLM/WO/GI-02/014+6740. 16 pp.

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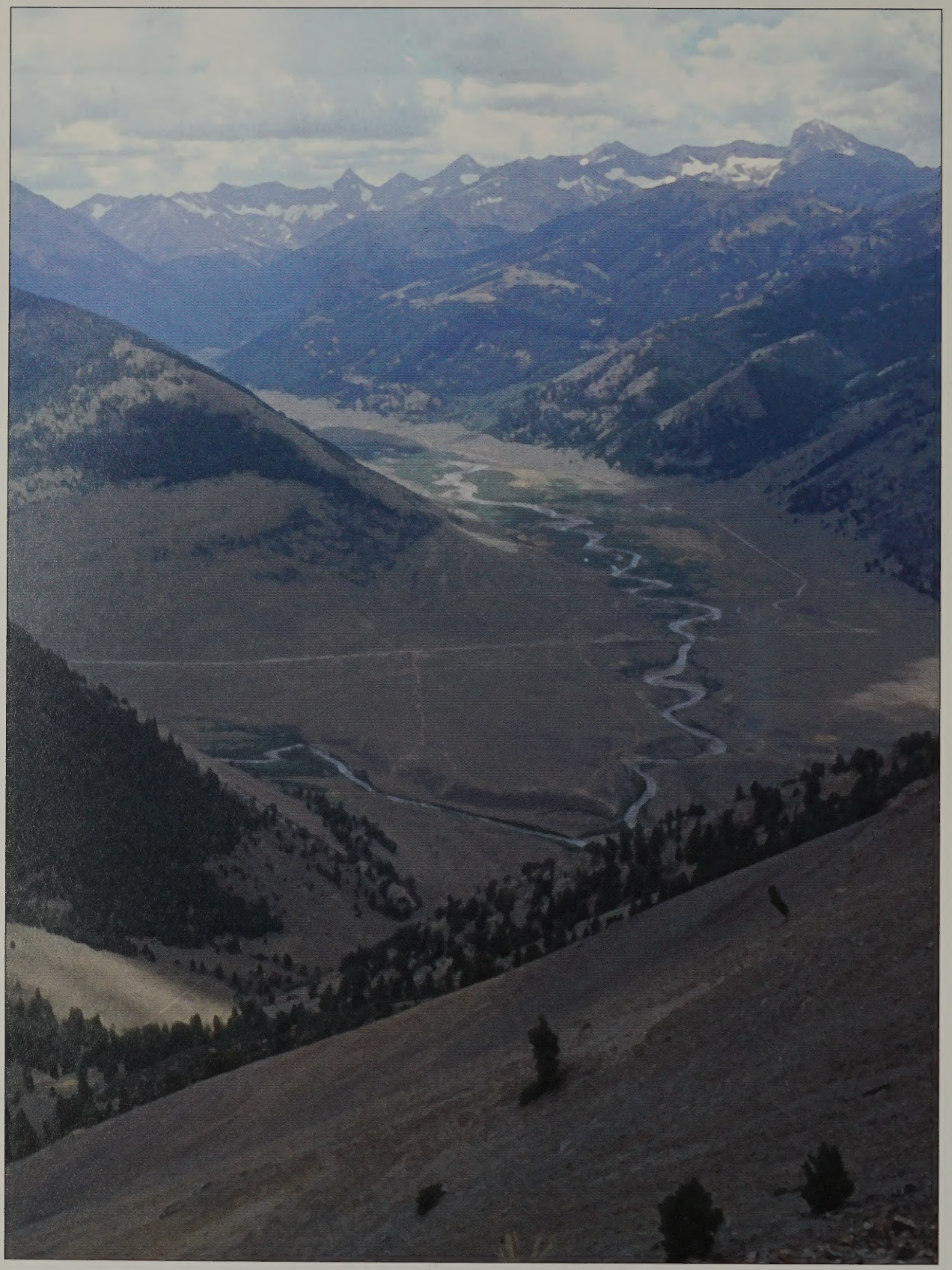


Successful riparian restoration and management are the result of cooperation among all interests in a watershed.

"...the need to bring communities of people together..."

Executive Summary

A strategy for accelerating cooperative riparian restoration and management was initiated in 1996 by the U.S. Department of Agriculture (USDA) Forest Service and the U.S. Department of the Interior (USDI) Bureau of Land Management, in partnership with the USDA Natural Resources Conservation Service. The strategy was designed to integrate the physical, biological, and social dimensions of riparian-wetland management to achieve results for resources and communities. It was based on the premise that as demands on our natural resources increase, the only effective way to ensure the sustainable production of values and benefits is through strong, lasting, public and private partnerships.

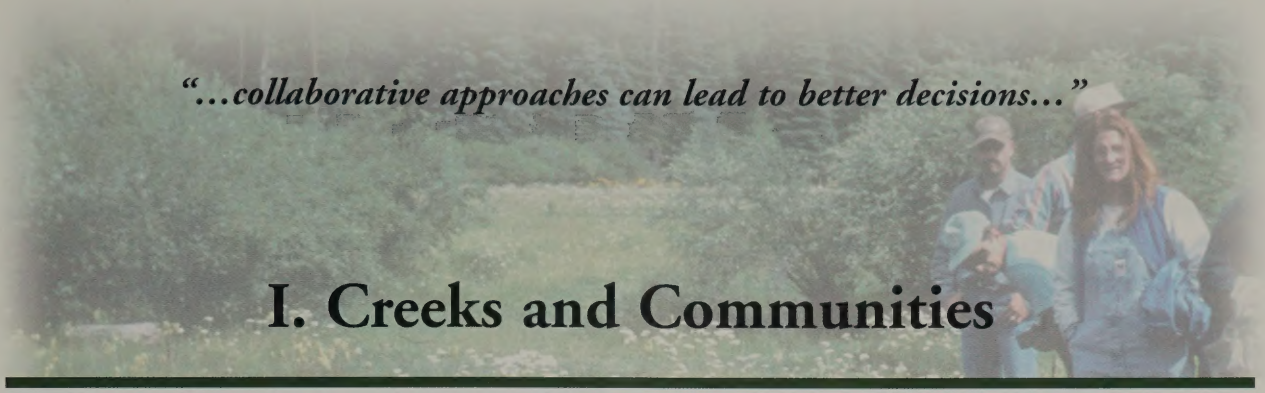
Healthy watersheds and riparian-wetland areas are critical to providing communities with the economic, ecological, and social benefits that come from the reliable availability of adequate supplies of clean water. The storage of water in riparian-wetland areas is important to ensuring a life-sustaining supply of this precious resource. Riparian-wetland areas are also unique features that connect landscapes and communities, providing unlimited opportunities to bring people together to create a common vision for productive and sustainable conditions. While there is growing agreement regarding the importance of watershed and riparian-wetland function, there continues to be considerable disagreement about existing conditions and appropriate treatments. This disagreement has led to an environment of lawsuits and regulatory approaches, often leaving out the people most affected by the decisions. However, there is increasing evidence that effective solutions arise from the workings of citizens and stakeholders. This strategy was designed to facilitate collaborative approaches, which take time and are greatly influenced by human dynamics, yet offer the greatest opportunity for managing conflict and reducing excessive process and expense.

The goals of the original strategy were to achieve riparian restoration through collaboration and to reduce process requirements for restoration and maintenance of riparian-wetland areas. It addressed the need to bring communities of people together and use common vocabulary and definitions for evaluating the health and condition of riparian-wetland areas. It incorporated fundamental concepts from both the biophysical and social dimensions of riparian-wetland management, as reflected in the use of the Proper Functioning Condition assessment method by the Riparian Coordination Network. Through extensive outreach, effort was focused on laying a foundation of understanding across a large number of people, over a broad geographic area and at multiple organizational scales, with the intent of building capacity for better decisionmaking and collective action. Program

evaluation results indicate success in terms of bringing people together and high levels of satisfaction with the products and services provided. However, the degree to which the outreach, training, and assistance have influenced cooperative restoration and management is less evident. Barriers to both implementation and effectiveness have been identified and provide the basis for adaptations focused on those aspects of the approach that will ensure the achievement of intended results as this strategy continues.

In response to the results of the evaluation, elements of the original strategy have been redefined and refined to improve the strategy's effectiveness. The original goals have been blended into a more focused overarching goal, which is to develop a critical mass of people who interact with and manage riparian-wetland resources based on shared knowledge of the attributes and processes that constitute sustainability. In an effort to better guide program decisionmaking and evaluation in the future, the revised plan outlines a number of more specific objectives, strategies, and activities. Combined, they reflect the recognition that while teaching riparian-wetland function to a broad spectrum of people is fundamental to meeting the goal of this strategy, additional emphasis must be placed on strategically building the individual, community, and institutional capacity needed to achieve coordinated management. Extended services will include activities that both precede and follow specific assistance. Additional focus on restoration, management, and monitoring will address a broader range of issues along with drawing on tools designed for situation assessment, conflict management, and consensus building. Emphasis will be placed on diversifying the existing skill base of the Riparian Coordination Network through training and recruitment from various disciplines, as well as from private organizations and communities. Finally, the revised strategy addresses program management and accountability by outlining specific activities that guide overall operations.

Healthy riparian areas provide for the sustainable production of multiple benefits.



"...collaborative approaches can lead to better decisions..."

I. Creeks and Communities

Concern for the environment has been growing for a number of years and, consequently, the number of conflicts involving environmental issues and the management of natural resources has grown as well. As we head into this century, we are faced with an increasing human population and a corresponding increase in the demand on natural resources, which indicates that conflicts over the management of these resources will continue. Nowhere are such conflicts more evident than in the escalating demand for water. Reliable supplies of water for domestic, agricultural, and industrial consumption are essential to community well-being and economic stability.

Riparian-wetland areas play an important role in water conflicts. The storage of water in riparian-wetland areas is critical to ensuring a life-sustaining supply of this precious resource. In addition, riparian-wetland areas and their associated streams and wetlands are valuable indicators of watershed health. They are among the first landscape features to reflect damage from improper management or natural events. Yet they are also resilient due to the presence of water, which creates opportunities for restoration and recovery. Riparian-wetland areas comprise a relatively small percentage of the total land base, but when they are healthy, they provide tremendous public benefits. However, many of these systems are currently functioning below their potential. Although improvement can be found in some riparian-wetland areas, many have been subject to a legacy of programs and practices that are now considered unwise or even harmful.

Riparian-wetland areas have been a focal point for the past several decades, which is evident from both increased litigation over the values they produce as well as a rise in the number of conservation programs designed to improve them. While there is growing agreement about the importance of watershed and riparian-wetland function for providing many benefits, such as long-term water supplies and maintenance of water quality, there continues to be considerable disagreement about the existing conditions of these resources, the types of uses that are appropriate, and the treatment and tools that can be successfully employed to restore and maintain them. As a result, riparian-wetland management has been characterized by lawsuits and regulatory approaches, which often leave out the people who must implement the solutions and who are most directly affected by the consequences of the decisions.

A better approach to managing riparian-wetland areas is to facilitate efforts designed to build capacity within communities to confront and resolve the complex and contentious problems surrounding these resources. People are now recognizing that using the best science to make management decisions is not enough. Successful management of these resources is dependent upon bringing communities of people together, working at the landscape level

and beyond political boundaries, to create a common vision for productive and sustainable riparian-wetland conditions. There is increasing evidence that effective solutions arise from the workings of citizens and stakeholders, who in addition to using technically correct information, engage in processes that address the human and social dimensions of resource management issues.

Although collaborative approaches can lead to better decisions that are more likely to be implemented and help prepare agencies and communities for future challenges, they also take time. Effective partnerships recognize the need to build and sustain productive relationships and take steps to establish and maintain them. Building relationships, developing understanding, and networking are complicated processes that are greatly influenced by human dynamics. However, an initial investment of working collaboratively up front, with the scope of interested parties, offers the greatest opportunity for managing conflict and reducing excessive red tape, which is often cited as a barrier to effective, efficient, riparian-wetland restoration and management.

What is a Community?

The concept of community is fundamental to the understanding of people and how they interact with the environment. However, community is not easily defined because various types of communities exist. The following concepts of community are adapted from "Community Participation in Ecosystem Management," by Timothy P. Duane, which appeared in Ecology Law Quarterly 24(4):771-798:

- *Communities of place* are tied to a physical space through geography.
- *Communities of identity* are tied to each other through social characteristics, but they may transcend place.
- *Communities of interest* may have commonalities in how they relate to a particular ecosystem or resource as beneficiaries of that place or contributors to its condition. Members of these communities are often described as stakeholders.
- Finally, the term "community" can also speak to the *quality of relationships* between groups of people.

"...working directly with people on the land, at their location, focusing on their issues."

II. Looking Back to Create the Future

The Original Strategy

On March 20, 1996, the U.S. Department of Agriculture (USDA) Forest Service and the U.S. Department of the Interior (USDI) Bureau of Land Management agreed to implement an interagency strategy to accelerate the cooperative restoration and management of riparian-wetland areas, primarily in the Western United States. The USDA Natural Resources Conservation Service became a principal partner in the strategy.

The mission of the original interagency strategy, "Accelerating Cooperative Riparian Restoration and Management," was to achieve healthy streams through bringing people together. The strategy was designed and implemented with the recognition that it took a critical mass of people on the land, over time, to bring riparian-wetland resources to the condition they are in today. It recognized the need to work at the landscape level through all ownerships and jurisdictions. Thus, one of the goals of the strategy was to achieve riparian restoration through collaboration, bringing communities of people together to share knowledge and to evaluate the condition of riparian-wetland areas using a common vocabulary. This goal was to be accomplished through laying a foundation of understanding across a large number of people, over a broad geographic area and at multiple organizational scales, with the intent of building capacity for better decisionmaking and collective action. The original strategy was designed to facilitate the creation of such collaborative solutions, as is clearly identified in the following statement from the original charter:

> *"Restoration will not happen by regulation, changes in the law, more money, or any of the normal bureaucratic approaches. It will only occur through the integration of ecological, economic, and social factors, and participation of affected interests."*

Since water resources are geographically nested within multiple jurisdictional and administrative boundaries, the management of riparian-wetland areas provides a unique opportunity to connect communities at various scales across the landscape. At the smallest scale, the management of riparian-wetland resources is influenced by the on-the-ground activities of individual landowners. The original strategy was designed to work with

Riparian-wetland resources are addressed at various scales through multiple approaches.

both individual landowners who are interested in affecting the management of riparian-wetland areas on their property and groups that are interested in coordinating management activities across lands with multiple owners. Emphasis was placed on working directly with people on the land, at their location, focusing on their issues. Activities at this scale were designed to foster trust and relationship building through bringing together interdisciplinary expertise and local interests and creating respectful collaborative learning opportunities. At larger scales, various international, national, and regional policies and institutions influence riparian-wetland management. Program activities at this level were aimed at increasing communication and understanding within and across institutions and organizations, thereby fostering the success of grass-roots efforts designed to achieve coordinated management across jurisdictional boundaries.

In order to achieve its goals, the original strategy incorporated fundamental concepts from both the biophysical and social dimensions of riparian-wetland management. These are reflected in the tools that provided the foundation for the original strategy, the Proper Functioning Condition (PFC) assessment method and the Riparian Coordination Network.

The PFC Assessment Method

The original interagency strategy, "Accelerating Cooperative Riparian Restoration and Management," was designed to address one of the major barriers to achieving healthy riparian systems, the polarity created from strongly held values and interests. Gridlock, which is often the result of such polarity, was to be avoided by bringing diverse groups of people together and focusing initially on the physical function of riparian-wetland areas to build an understanding of the attributes and processes that help produce desired benefits and values. Thus, the PFC assessment method [1] became one of the principal tools used in this strategy.

The term PFC is used to describe both a defined, on-the-ground condition of a riparian-wetland area and an assessment process. The on-the-ground condition termed PFC refers to how well the area's physical processes are functioning. PFC is a state of resiliency that will allow a riparian-wetland area to hold together during moderately high flows, such as 5-, 10-, and 20-year events, sustaining that system's ability to produce values related to both physical and biological attributes. When systems are below PFC, they are not in a sustainable condition. This, and the need to work at a landscape scale, are key concepts that support the importance of having cooperative restoration and management that will lead to desired conditions on the land.

As an assessment tool, the PFC process provides a qualitative and standardized approach for assessing the physical functionality of riparian-wetland areas. It can be applied in a variety of settings to gain consistent information that helps people begin to discern what is working well, what may be limiting, how management could be improved, or what further evaluations might be appropriate. Through identification of limiting factors, the results of the assessment can be used to design focused monitoring strategies. The PFC ratings of streams within a watershed can guide the prioritization of restoration and management activities to those areas with the highest probability for positive change with a reasonable investment.

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[1] The Proper Functioning Condition assessment is described in greater detail in "A User Guide to Assessing Proper Functioning Condition and the Supporting Science for Lotic Areas," Technical Reference 1737-15 (Prichard et al. 1998), and in "A User Guide to Assessing Proper Functioning Condition and the Supporting Science for Lentic Areas," Technical Reference 1737-16 (Prichard et al. 1999).

The PFC assessment also serves as a communication tool that provides common terms, definitions, and concepts important to building an understanding among diverse stakeholders. The process, which examines the interaction of hydrology, vegetation, soils, and landform characteristics, allows individuals to synthesize information that is required for determining the overall health of these systems. It is also a critical step in having people temporarily put aside their values and interests and first focus on the physical attributes and processes from which benefits are produced. Use of the PFC concepts and the assessment process increases awareness and understanding of riparian-wetland functions and builds capacity for cooperative decisionmaking and management that benefits both the land and dependent communities.

The Riparian Coordination Network

Another important tool in this strategy is the Riparian Coordination Network. The National Riparian Service Team (NRST), which was established in 1996 to lead the implementation of the strategy, created a network of people that supports and carries out the activities of this effort. The Riparian Coordination Network is composed of the NRST, agency Riparian Program Coordinators, and State Cadres, which include agency and nonagency individuals.

The principal role of the Network is to work with people in a manner that helps them move beyond conflict to cooperation. Network members use the PFC tool as a way to equalize stakeholder knowledge, creating a common understanding and vocabulary among various groups. Collaborative learning and relationship building occurs as people work together to establish functional ratings, design and implement restoration and management strategies, and create a common vision for the desired condition of riparian-wetland areas.

Each component of the Network has a specific role. The State Cadres work at the local level through coordinated outreach and education efforts occurring at various intervals throughout the year. Cadre members organize diverse groups of interested participants and teach the PFC assessment method to provide common terms and definitions designed to build understanding and foster effective communication. They also teach management applications and are available to provide problem-solving services. The agency Riparian Program Coordinators support the State Cadres and help integrate this cooperative approach within and across agencies, as well as with outside interests. The National Riparian Service Team functions full-time, over a broad geographic area, doing outreach and providing training and consulting services to diverse groups on a variety of issues relative to riparian-wetland resources. They also work to build support for the strategy by fostering communication among local, regional, and national levels and by integrating the strategy into national agency agendas.

A better understanding of riparian-wetland system health can be gained by sharing information and learning from each other.

In addition to implementing the strategy, the Riparian Coordination Network functions as a forum for collaborative learning and relationship building across institutions, disciplines, and interests. Network members develop additional training tools and coordinate training and information-sharing opportunities in order to enhance the Network's effectiveness and capacity for problem solving. Collectively, they form a strong communication and support network where individuals separated by institutional and disciplinary boundaries can rely on personal relationships for assistance in creating coordinated approaches to achieving healthy riparian-wetland systems.

The Evaluation Process and Findings

Implementation of this strategy has been successful in terms of bringing people together to develop a common understanding of both stream function and available tools and resources. To date, approximately 250 briefings and presentations have reached between 8,000 and 9,000 people. The NRST and State Cadres have conducted over 325 training sessions for approximately 10,000 people. They have made at least 125 service trips to provide technical assistance to an additional 2,500 people.

However, as with any endeavor, it is necessary to examine if overall objectives are being met and to determine if changes are needed in order to improve effectiveness. Program evaluation has occurred simultaneously with implementation in several ways. Through informal communication, conference calls, and workshops, much has been learned from the aggregation of the experiences of Network members. Some initial feedback was gathered through a limited customer survey, which focused on measuring the effectiveness of NRST efforts to assist groups in developing solutions to riparian-wetland management challenges. This was followed by a more extensive survey, which was designed to measure the effectiveness of NRST- and Cadre-led training sessions, and an interview process, which was designed to provide a detailed understanding of the Riparian Coordination Network and the context within which these individuals operate.[2] Additionally, a workshop (focus group) was convened in May 2001 specifically to seek feedback from a mix of people within the Network and a diverse representation of external interests.

Preliminary survey results indicate high levels of satisfaction with both the attributes of Network members (e.g., knowledge, availability, flexibility, professionalism) and the products and services provided.[3] Similarly, most respondents noted that a reliance on the PFC assessment method helps generate common ground and opens lines of communication among individuals. However, most respondents also noted considerably less success in designing and implementing cooperative riparian-wetland restoration and management plans.

Additional feedback obtained from the interviews and focus group indicates that there are a number of barriers to both the implementation and effectiveness of this strategy in terms of its ability to facilitate on-

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[2] The survey was approved by the Office of Management and Budget; it is OMB No. 1004-0195 and it expires February 20, 2004.

[3] A detailed evaluation report outlining the research approach, measurement instruments, and findings will be completed during fiscal year 2003.

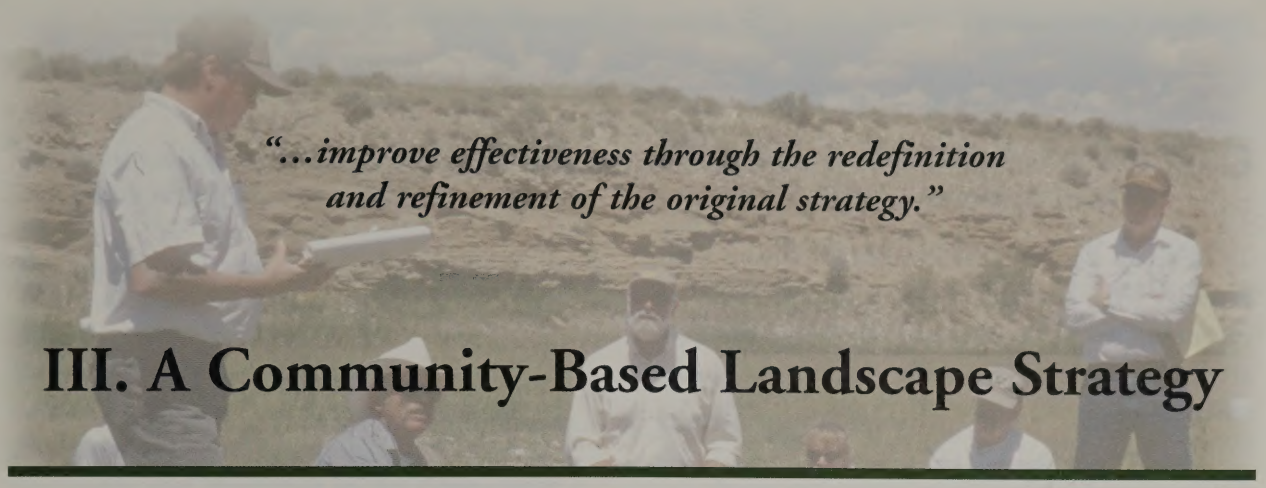
the-ground change. Examples of such barriers are listed below:

- The full range of diverse or affected interests are not always present during service trips and PFC training sessions.
- There is a lack of awareness and understanding of the strategy due to inadequate communication and marketing, both within and outside the Network.
- Many network members do not receive adequate organizational support to carry out their roles and responsibilities because the strategy is not well institutionalized or integrated into existing programs.
- There is too much focus on the PFC assessment protocol at the expense of the collaborative aspects of the strategy.
- The strategy, as originally designed, does not provide for the additional services sometimes needed to help people through the subsequent steps in the process of cooperative riparian-wetland restoration and management.
- Finally, the Network is comprised primarily of Federal employees who have riparian-wetland program responsibilities or expertise in the biophysical aspects of riparian-wetland restoration and management rather than a group of individuals with more diverse affiliations and skills.

These challenges provide the opportunity to create adaptations that are focused on those aspects of the approach that will ensure the achievement of intended results. These adaptations are discussed in the following section, which outlines the revised strategy.

Creating a vision of what is possible lays the foundation for effective restoration.

Collaborative assessment leads to collective action.



"...improve effectiveness through the redefinition and refinement of the original strategy."

III. A Community-Based Landscape Strategy

Rather than deviating substantially from the original strategy, this revised strategy attempts to improve effectiveness through the redefinition and refinement of the original strategy. It outlines the shifts that need to occur in order to address the challenges and shortcomings identified within the evaluation, while maintaining those aspects of the program that serve the overall goals of the strategy. In addition, to better guide program decisionmaking and evaluation in the future, the revised strategy outlines a number of more specific objectives, strategies, and activities. Combined, they reflect the recognition that while teaching riparian-wetland function to a broad spectrum of people is fundamental to meeting the goals of this strategy, additional emphasis must be placed on strategically building the individual, community, and institutional capacity needed to achieve coordinated management.

Building Capacity for Collaborative Stewardship

When individuals, communities, and institutions can work together, they increase their ability to bring about the effective stewardship of natural resources. The following eight essential building blocks of stewardship capacity, adapted from "Sustaining the People's Lands: Recommendations for Stewardship of the National Forests and Grasslands into the Next Century," a 1999 USDA report by the Committee of Scientists, are also relevant to this strategy:

Building Trust: Trust in other individuals and in the decisionmaking process is an essential component of building stewardship capacity. In order to establish that trust, individuals must be perceived as trustworthy and decisions or actions must be perceived as legitimate, credible, and fair.

Encouraging Collaborative Relationships: Effective stewardship demands that individuals, communities, organizations, agencies, and governments have the ability to work together on issues of mutual concern in a manner that best fits the needs of the people, places, and issues of concern.

Promoting Understanding: People must be aware of their connection to the natural world, each other's issues, the constraints that circumscribe the considerations, and the realm of possible, realistic outcomes.

Advocating Joint Factfinding: Joint factfinding is essential to establishing a credible and common base of information from which all interested parties can draw. Additionally, if conducted in an open and credible manner, joint factfinding also provides the first and critical step in building productive collaborative relationships.

Dealing with Conflict: A critical building block of stewardship capacity is the ability to engage people with divergent interests, values, perspectives, and experiences in such a manner that they can collectively deal with their differences while pursuing shared goals.

Enhancing Capabilities: Capabilities are the skills, resources, people, equipment, time, and authority required to get work done. Although the capabilities to undertake on-the-ground stewardship activities already exist in various forms and places, the critical aspect is how these capabilities are linked to effect action (e.g., through management partnerships).

Fostering Will: In addition to having a well-structured process, another essential building block of stewardship capacity is the will to do what is necessary to be effective stewards. In other words, "where there's a will, there's a way."

Promoting Learning: Both individuals and organizations must be open to learning. This is predicated on humility and the acknowledgment that there are different ways of knowing and different sources of knowledge that contribute to understanding the full context of stewardship.

Goal

To develop a new critical mass of people who interact with and manage riparian-wetland resources based on shared knowledge of the attributes and processes that constitute sustainability.

Objective 1: Create awareness and understanding of, and interest in, this strategy and invite participation across multiple scales.

The concept of outreach was considered within the original strategy. Although not specifically defined as an objective, the original strategy advocated the use of a shotgun approach to outreach. The revised strategy recognizes that there is a place for such an approach; however, it also emphasizes the use of deliberate and personal outreach as a way to ensure the participation of the full range of diverse and affected interests. Additionally, it is recognized that in order to effectively target a variety of interests, information must be packaged and presented in a manner that allows for and fosters integration into existing programs.

Strategy A: Conduct deliberate and extensive outreach aimed at traditional and nontraditional partners at the grass-roots, regional, national, and international levels.

- Build awareness of this program beyond the Riparian Coordination Network.
- Facilitate the involvement of other Federal, State, and local agencies; tribes; industry and conservation interests; and communities.
- Engage diverse participants in training sessions and service trips.
- Establish key contacts through inclusive and personal outreach.
- Provide briefings about the existence and nature of the strategy.
- Build and maintain networks and relationships by working with a variety of people at the local, regional, national, and international levels.
- Recruit and mentor new cadre members and coordinators.

Strategy B: Develop plans, products, processes, and opportunities for technology transfer and information sharing both within and outside the Riparian Coordination Network to market and implement the strategy.

- Create and distribute products designed to market the strategy.
- Create and share products that aid in the implementation of the strategy.
- Exchange information via newsletters, white papers, conference calls, and workshops.

Working together results in solutions that benefit resources and communities.

- Identify and prioritize the development or revision of technical references.

- Create opportunities to enhance the skill development of network members.

Strategy C: Demonstrate how this strategy complements and strengthens existing governmental and nongovernmental programs and processes at the grass-roots, regional, national, and international levels.

- Demonstrate how this approach can contribute to meeting organizational, community, and individual goals.

- Coordinate with leaders and managers of governmental and nongovernmental institutions.

- Provide support through strategies designed to achieve various program objectives.

- Articulate and share how building an understanding of riparian-wetland function and creating relationships using the PFC assessment as a tool can improve the effectiveness of existing programs.

- Develop strategies to increase the use of the physical function concept and the PFC assessment protocol in a wide array of interdisciplinary processes.

- Articulate and demonstrate the tie between this approach and accomplishment of an agency's strategic goals and objectives, both for resources and communities.

- Work with managers, specialists, and researchers to identify and prioritize riparian-wetland research needs. Assist in research design.

- Assist in the development of riparian-wetland program objectives and measures.

Objective 2: Provide individuals and groups of diverse interests and backgrounds with the tools to develop a shared understanding of riparian-wetland function, and assist in developing solutions to management challenges stemming from issues in both the resource and human dimensions.

The original strategy emphasized the use of PFC training sessions to teach PFC concepts and assessments to diverse individuals and service trips to assist organized groups of affected interests in developing solutions to riparian-wetland management challenges as a means of advancing the strategy's goals. Although these sessions often lasted a number of days, they were typically a one-time intervention. Furthermore, network members relied primarily on the PFC assessment method as a means of addressing both the biophysical and social dimensions of riparian-wetland issues. The original strategy also focused on the creation of a core network of people who were well grounded in an understanding of the biophysical dimension of riparian-wetland management.

The revised strategy emphasizes that in order to be successful in terms of effecting on-the-ground change, a certain amount of work must also precede and follow specific assistance. Additionally, the revised strategy notes the importance of moving beyond PFC assessments. Regarding the biophysical dimension, it recognizes that there is a need to focus on restoration, management, and monitoring as well. Regarding the social dimension, it recognizes that there is a need to draw on tools other than the concept of physical function (e.g., situation assessments, conflict management, consensus building). Finally, the revised strategy recognizes the need

to maintain a strong core network as outlined in the original plan; however, it also emphasizes the need to diversify the existing skill base through additional training and recruitment from various disciplines, as well as private organizations and communities.

Strategy A: Conduct training and workshops that integrate both the biophysical and social dimensions of riparian-wetland management.

- Through outreach and key contacts, assemble diverse groups of stakeholders.
- Ensure participation is accessible to Federal, State, and local agencies; tribes; conservation and industry interests; and communities.
- Teach the PFC concepts and assessment method.
- Provide instruction for using PFC assessment results to determine cause and effect, set management objectives, and design management and monitoring strategies.
- Design and provide training for addressing restoration, management, and monitoring.
- Expand the social components to include training in consensus building, developing capacity within communities for addressing resource conflict, and prioritizing current efforts based on community capacity.
- Develop and conduct training programs to facilitate riparian-wetland restoration and management across all ownerships and jurisdictions.

Strategy B: Provide expertise in assessment, management, restoration, and monitoring of riparian-wetland systems, as well as meeting facilitation and community capacity building activities.

- Provide service in response to requests from Federal, State, and local agencies; tribes; conservation and industry interests; and communities.
- Facilitate the participation of all interests.
- Assist in the implementation and application of the PFC assessment protocol and other riparian-wetland assessment and monitoring tools.
- Provide technical expertise in resolving riparian-wetland management issues.
- Provide opportunities to build relationships and trust through a reliance on communication and group problem solving.
- In cooperation with other agencies, organizations, and individuals, provide assistance to private landowners.
- Provide technical expertise to special workgroups, teams, and committees.
- Participate in program reviews.

Strategy C: Diversify and expand the Riparian Coordination Network to include people with diverse affiliations, knowledge, and skills.

- Maintain a strong core network, grounded in an understanding of the biophysical dimensions of riparian-wetland management.
- Direct additional effort toward finding and engaging more people whose values, interests, and talents are aligned with the nature of this strategy.
- Diversify the skill base through additional training and recruitment from different disciplines, as well as from a variety of agencies, private organizations, and communities.

Objective 3: Ensure consistency and effectiveness through activities focusing on program management and accountability.

Although program management and accountability were implicit within the original strategy, the revised plan outlines specific activities that guide the overall operations of the network.

Strategy A: Plan, execute, report, and evaluate the activities of this strategy.

- Review and periodically revise this strategic plan.
- Prepare and budget for annual operating plans.
- Prepare and provide periodic and annual accomplishment reports.
- Develop and implement processes to evaluate program effectiveness.
- Continue the development of outcome measures.
- Develop and use a followup protocol for trainees and service trip participants.
- Provide followup support to trainees and service trip participants.
- Expand efforts to leverage resources.

Roles and Responsibilities

Each facet of the Riparian Coordination Network has an important role in the implementation of this strategy.

State Cadres

- Conduct deliberate and targeted outreach and establish key contacts.
- Implement community-based training, ensuring participation of all interests.
- Guide activities by the context outlined in this strategic plan.
- Promote and assist with program integration.
- Share products and processes within the Network.
- Provide consulting services and respond to requests for assistance with or review of PFC assessments.
- Ensure cadre development and effectiveness.

Agency Riparian Program Coordinators

- Coordinate among agencies on the implementation of this strategy.
- Serve as internal and external advocates.
- Provide policy and budget support.
- Provide the communication link between the NRST and employees in the field.
- Collaborate with State Cadres and the NRST on workshops and other activities.
- Foster the application of the PFC assessment method into watershed and landscape assessments.
- Implement approaches to ensure adequate and consistent application of the PFC assessment protocol, including interdisciplinary interaction on riparian-wetland issues.

National Riparian Service Team

- Provide leadership in the implementation of this strategy.
- Act as a catalyst to encourage relationships, build trust, and create a common vision.
- Conduct extensive outreach and build and maintain key contacts and networks.
- Assure identification of and support for part-time members.
- Conduct training for diverse groups of stakeholders.
- Build capacity for problem solving by responding to requests for assistance.
- Provide technical expertise on resolving controversial riparian-wetland issues and in mediating disputes.
- Provide expert review of documents, manuscripts, and plans.
- Include agency Riparian Program Coordinators and State Cadres in NRST activities.
- Advocate and assist in the integration of this strategy with other programs and processes.
- Promote and assist with PFC assessment quality control and quality assurance issues.
- Share expertise and provide opportunities to enhance skills development within the Riparian Coordination Network.
- Conduct train-the-trainer workshops for new Network members to build capacity for working with technical and social issues.
- Lead the strategic plan revision process.
- Develop communication and marketing strategies.
- Provide forums for communication, such as the "Full Stream Ahead" newsletter, Network conference calls, and workshops.
- Coordinate with State Cadres to ensure consistency and quality in strategy implementation.
- Compile and distribute annual accomplishment reports.
- Lead the development and implementation of the program evaluation process.

BLM National Science and Technology Center (Denver)

- Provide technical expertise in planning, training, and project review in support of the interagency strategy.
- Develop and update tools and methods for assessment, monitoring, and management of riparian-wetland areas.
- Provide professional editing, layout, and design services for support documents and displays.
- Facilitate and manage the printing and distribution of technical references through the National Business Center's Printed Materials Distribution Service.

BLM National Training Center (Phoenix)

- Coordinate and provide training to the Riparian Coordination Network in support of the interagency strategy.
- Produce and direct satellite broadcasts.
- Create and distribute video products.

USDA Forest Service
USDI Bureau of Land Management
in partnership with
Natural Resources Conservation Service
and
Local Communities