Workshop on Landscape Approaches and Multi-Resource Analysis for Sustainable Natural Resource Management

Multi-disciplinary and Cross-agency Integration

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Implementing Landscape and Multi-Resource Analyses

What best practices can be implemented to ensure that landscape and multi-resource analyses will be beneficial to and utilized by key stakeholders, land managers, and ultimately, policy-makers?

- Clearly communicate the basic characteristics and benefits of landscape and multi-resource analyses: Agree on a set of easily understood, fundamental facts clearly describing landscape and multi-resource analyses and why it will advance resource conservation and sustainability—i.e., devise and reiterate the one minute elevator speech.
  - Landscape and MRA provides a mechanism to define goals for resource use and conservation at a regional scale, set clear priorities to attain those goals, and ….
  - It furthers sustainable resource use and planning across landscapes and regions and provides a cost-effective approach to….

- Pursue inter-sector collaborative opportunities and personnel exchanges.

- Consciously track best and unsuccessful practices on an ongoing basis: What is working and what is not—and why. Emphasize those practices that further tangible results, efficiency, and cost-effectiveness.

- Clearly articulate goals and meaningful metrics to track progress in achieving them. Regularly report on progress.

- Emphasize the services provided by ecosystems and report on status and trends in easily understood terms.

Changes Needed in Federal Agencies to Further Implementation

What changes will be necessary within the governmental agencies to ensure successful implementation of landscape and multi-resource analyses? Are additional regulatory changes needed to facilitate implementation? Do agencies currently have the capacity/expertise that is needed?

- Successful implementation requires support at all levels of an agency and within the Executive Office of the President (EOP).
  - Within an agency: Secretary/Administrator, other senior political appointees, senior managers, program managers, staff….
  - Within EOP: Office of Management and Budget (OMB), Council on Environmental Quality (CEQ), Office of Science and Technology Policy (OSTP), Council of Economic Advisors (CEA)….
- Try to ensure that policy and budget guidance statements from the EOP and agency leadership include clear references to landscape and multi-resource analyses.
- Clearly define major funding and personnel needs for implementation and secure agency and EOP support for them. Within EOP, consider advancing an Executive Order. Within a department or agency, consider advancing a secretarial order or similar policy statement.
- Evaluate existing regulatory mandates and describe how L&MRA further them. Avoid pursuing new regulatory mandates unless they are determined to be essential for implementation—or unless there is strong support for a new mandate.
- Expand capacity budget, personnel, programs to make use of L&MRA.

Collaboration Challenges and Opportunities

What are some challenges and opportunities in working with individuals from different disciplinary backgrounds and also from different agencies?

- Collaboration opportunities:
  - L&MRA is multidisciplinary; collaboration across disciplines is essential.
  - In general, advancing science in support of public policy requires collaboration across the natural and social sciences, in particular, the integration of economics with the biological and physical sciences.
  - Take advantage of the disciplinary strengths of individual agencies and programs within them.
  - Collaborations across agencies is invaluable given the diverse missions and supporting science and technology programs: diverse expertise, laboratories, degrees of financial support, computer and other support systems, flexibility in making use of public-private partnerships….
  - Pursue interagency and intergovernmental personnel exchanges (IPAs, temporary assignments, fellowships, etc.).

- Collaboration challenges:
  - Varying degrees of policy-level support, or recognition of the value of collaboration.
  - Varying degrees of financial support.
  - Pockets of "turf protectors" at multiple levels in agencies.
  - Limitations of sharing financial resources across agencies.

Engaging Stakeholders
How can stakeholders be engaged so that the process is integrated into a landscape-based approach from the onset of any decision-making process for natural resource use?

- Landscape/region-level projects involve diverse federal, state, and local lands, private landowners, corporations, transmission and pipeline networks; consequently stakeholder engagement is critical.
- Value of multi-sector engagement early in project design and throughout the effort, pursue continuous engagement.
- Value in being inclusive: diverse perspectives, project supporters, avoidance of obstacles.
- Value of NGO and university engagement: expertise, local/regional network and knowledge; access to foundation and other private sector support.
- Citizen science: a powerful mechanism to leverage expertise and financial support. Collaborate with NGOs to further citizen science activities.
- Stakeholder engagement invaluable in developing decision support tools. In developing technical tools, consider a less technical version or interface useful to broader range of users.

Facilitating Interagency Cooperation

How do we facilitate the cross agency cooperation that will be needed to secure successful landscape and multi-resource analyses?

- Seek support at all agency levels (via briefings, seminars, budget initiatives...).
- Seek EOP support (OMB, CEQ, OSTP, CEA, others); pursue individual and interagency programmatic/budget initiatives.
- Take advantage of existing interagency coordinating mechanisms such as the National Science and Technology Council (NSTC), other interagency collaboration activities.
- Take advantage of agency to agency "bilateral" coordination activities.
- Identify senior-level agency champions who will encourage collaboration within and across agencies and sectors.
- Further the collaborative development of common decision support tools to aid decision-making, document and visualize progress toward goals, and further broad participation in activities.