



Pine Rockland Business Plan: It Takes a Community

Presented by:

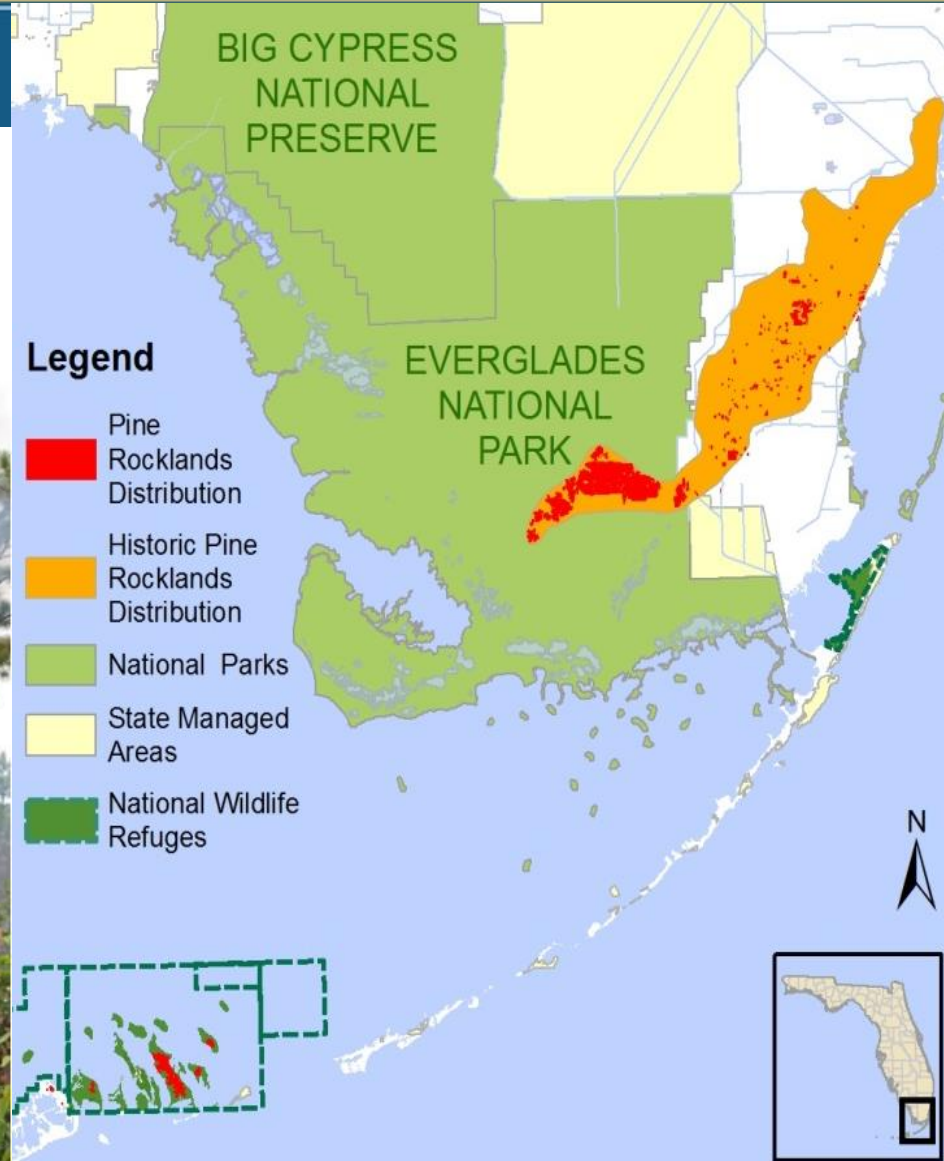
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South Florida/Everglades
Coordinator





Pine Rocklands





Pine Rockland Characteristics

- Globally imperiled ecosystem (G1/S1)
- More than 20 Federally listed species wholly or partially dependent
- Fire dependent
- Many cumulative threats





Pine Rockland Working Group

- Composed of county, state, and federal agencies, universities, and NGO's
- Has been meeting biennially for >20 years
- Instrumental in science delivery and identification of threats



Growing Concern

“We’re barely holding ground”

“We’re not looking at other opportunities”

Insufficient funding

Problematic landscape context

Growing threats





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- Possible Solutions:
 - Expand the Footprint
 - Business Plan





What are natural resource business plans?

- Clear articulation of desired future condition of target
- Where to do work?
- What work needs to be completed?
- What is the cost?



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Elements of prioritization



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Business Plan Foundation

Business plans present clear strategies for our conservation programs. They outline the **resources necessary to meet our conservation goals** and create accountability by defining **measurable outcomes**. Our staff and partners use these business plans to make the most **informed and important conservation investments**.

Business plans should contain five core elements:

- Conservation Goals
- Priority Actions
- Resource Needs
- Performance Measures
- BUDGET!

Business plans represent more than just the goals of an agency alone. They **reflect the consensus of the many federal, state, academic and organization experts** consulted during plan development.

The screenshot shows the NFWF website's 'Business Plans' page. The header includes the NFWF logo and navigation links: 'Apply for a Grant', 'Become a Partner', 'Conservation Programs', 'Media Center', and 'DONATE'. The main content area features a 'QUICK LAUNCH' sidebar with links to 'Evaluating Results', 'Conservation Science', 'Business Plans', and 'Evaluation Reports'. The main content includes a featured image of wild turkeys with the caption 'Wild Turkeys | Credit: Maslowski' and a section titled 'Business Plans' with the following text: 'NFWF business plans present clear strategies for our conservation programs. They outline the resources necessary to meet our conservation goals and create accountability by defining measurable outcomes. Our staff and partners use these business plans to make the most informed and important conservation investments.' Below this, it states 'NFWF business plans contain four core elements:' followed by a list: 'Conservation Goals', 'Priority Actions', 'Resource Needs', and 'Performance Measures'. At the bottom, it says 'Business plans represent more than just the goals of NFWF alone. They reflect the consensus of the many federal, state, academic and organization experts consulted during plan development.' A sidebar on the right lists various business plan categories such as 'American Oystercatcher', 'Atlantic Flyway Shorebirds', 'Cabinet Yaak Wildlife Corridors', etc.



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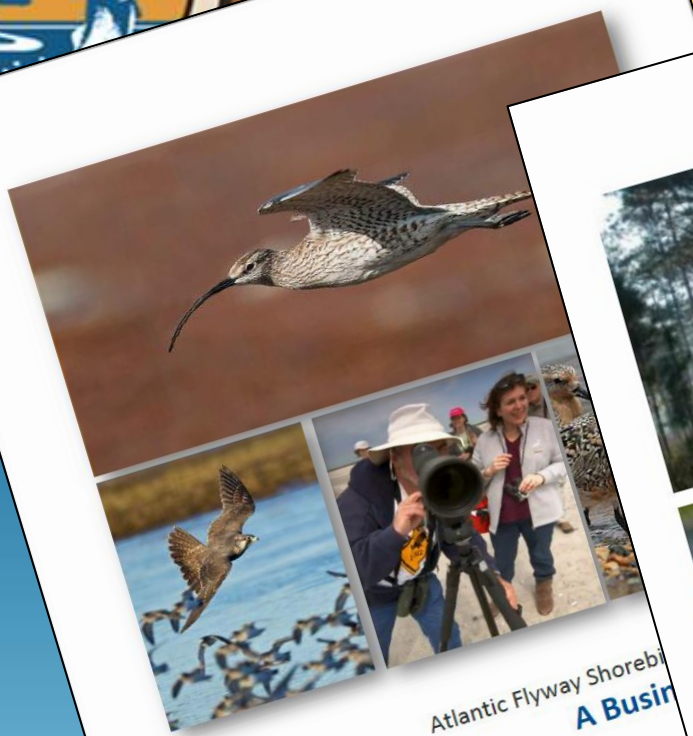
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The screenshot shows the NFWF website at <https://www.nfwf.org/results/Pages/business-plans.aspx>. The page has a dark header with the NFWF logo and navigation links: "Who We Are", "What We Do", "Partnerships", "Results", and a "DONATE" button. Below the header, there's a "QUICK LAUNCH" section with links to "Evaluating Results", "Conservation Science", "Business Plans", and "Evaluation Reports". The main content area features a large image of wild turkeys with the caption "Wild Turkeys | Credit: Maslowski". Below the image is the heading "Business Plans" and a paragraph explaining that NFWF business plans present clear strategies for conservation programs. A sidebar on the right, titled "BUSINESS PLANS", contains a list of various conservation programs, including "American Oystercatcher", "Atlantic Flyway Shorebirds", "Cabinet Yaak Wildlife Corridors", "Caribbean Hawksbill", "Caribbean Seabirds", "Chesapeake Bay", "Delaware River Watershed", "Early Successional Forest", "Eastern Pacific Hawksbill", "Eastern Pacific Leatherback", "Forestland Stewards", "Great Lakes", "Great Migrations and Crucial Corridors", "Hawaiian Forest Birds", "Lahontan Cutthroat Trout", "Longleaf Forests and Rivers", "Los Padres National Forest", "Monarch Butterfly", "Northern Great Plains", "Pacific Seabirds", "Russian River Coho", "Sea Turtles", and "Working for Wildlife". A yellow oval highlights this sidebar list.

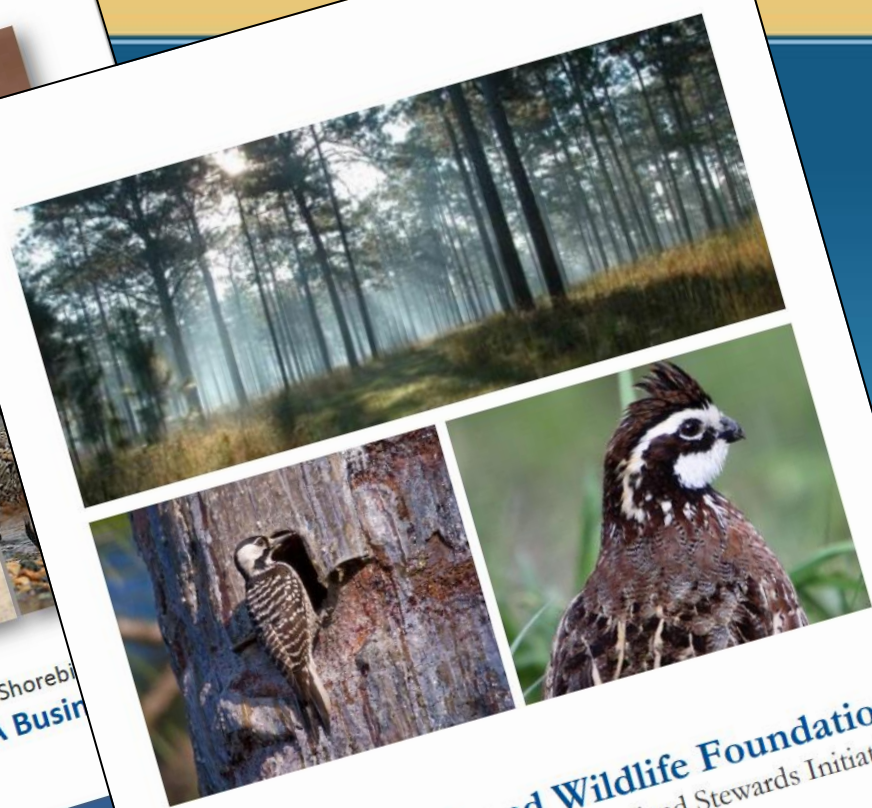
U.S.
FISH & WILDLIFE
SERVICE



Atlantic Flyway Shorebird Initiative
A Business Plan
28 February 2015

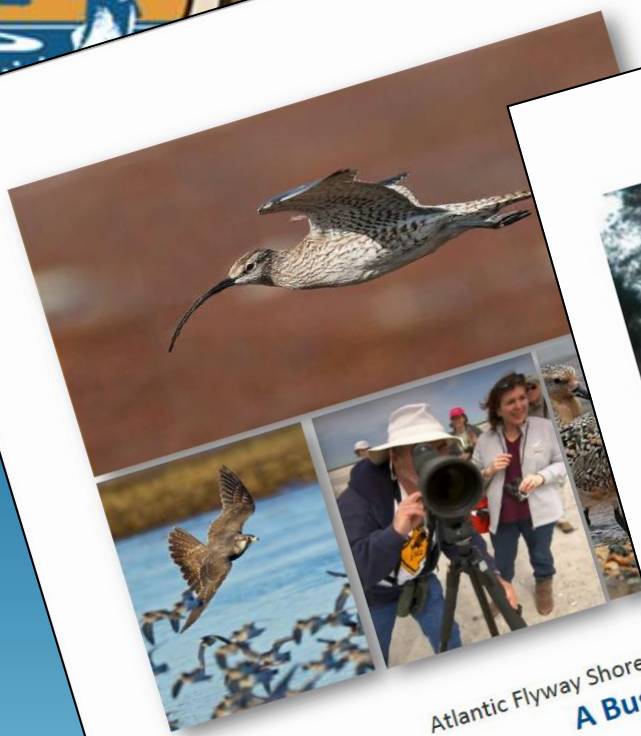


Atlantic Flyway Shorebirds
A Business Plan

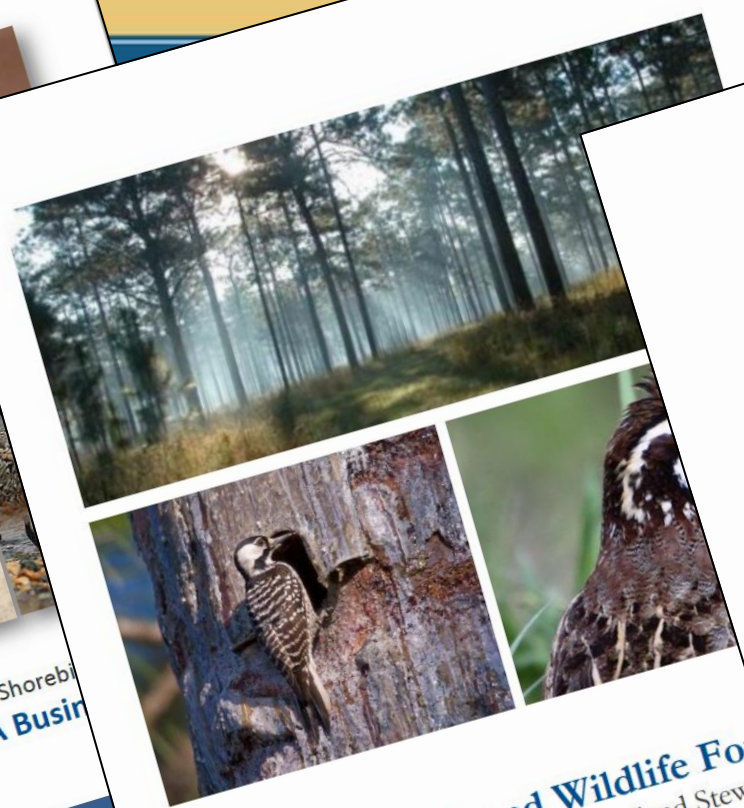


National Fish and Wildlife Foundation
Business Plan for Forestland Stewards Initiative

Date Prepared: September 23, 2014



Atlantic Flyway Shorebirds
A Business Plan



National Fish and Wildlife Foundation
Business Plan for Forestland Stewardship

Date Prepared: September 2015



National Fish and Wildlife Foundation
Monarch Butterfly Business Plan

August 9, 2016



Application to Pine Rocklands

- Move planning beyond broad conservation actions to make strategies actionable and measurable.
- Provide clear and realistic costs for decision makers and funders.
- With partners, develop a plan that supports their mission, goals, and priorities.
- Incorporate elements of existing PR conservation plans and strategies into a business plan framework.
- Provide the information to agencies and NGO's to be responsive to new and emerging funding sources.



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Build and strengthen conservation partnerships!



Development:

- Define our “community”
 - Pine Rockland Working group (approx. 150 attendees)
- Assemble a core team
 - The Nature Conservancy, Miami-Dade County, Fairchild Tropical Botanical Gardens, Institute for Regional Conservation
- Sub-groups to spread the work
 - GIS/Data, Rare Species, Restoration, and Decision Analysis



Tasks

- Conduct rapid assessment of pine rockland patches to document current/known condition and management needs.
- Identify prior converted lands (opportunity areas) within historic Pine Rockland distribution that can be restored to expand the extent of pine rocklands.
- Estimate cost of management actions on a per acre basis that can be applied across scale. Include acquisition cost where applicable.
- Parameterize GIS layer(s) with above values.
- Prioritize conservation and restoration opportunities based on cost and ecological value (condition, shape, size, connectivity, etc).



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Outcome: Prioritized list of targets and actions that the pine rockland conservation community can work on together to change the trajectory of pine rockland condition and extent



Implementation:

Goals:

- Created for AND by US!
- Aligns with and complements other plans and organizational priorities
- Targeted – A measurable ‘desired future condition’
- Prioritized actions
- Spatially explicit
- Measurable and adaptive
- Transparent
- Operational



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All elements of Structured Decision Making



Structured Decision Making and Decision Analysis

- Based on a large body of literature
- Represents the 'best management practices' for decision making
- Guards against cognitive biases
- Improves, or even maximizes, the chance for a good outcome

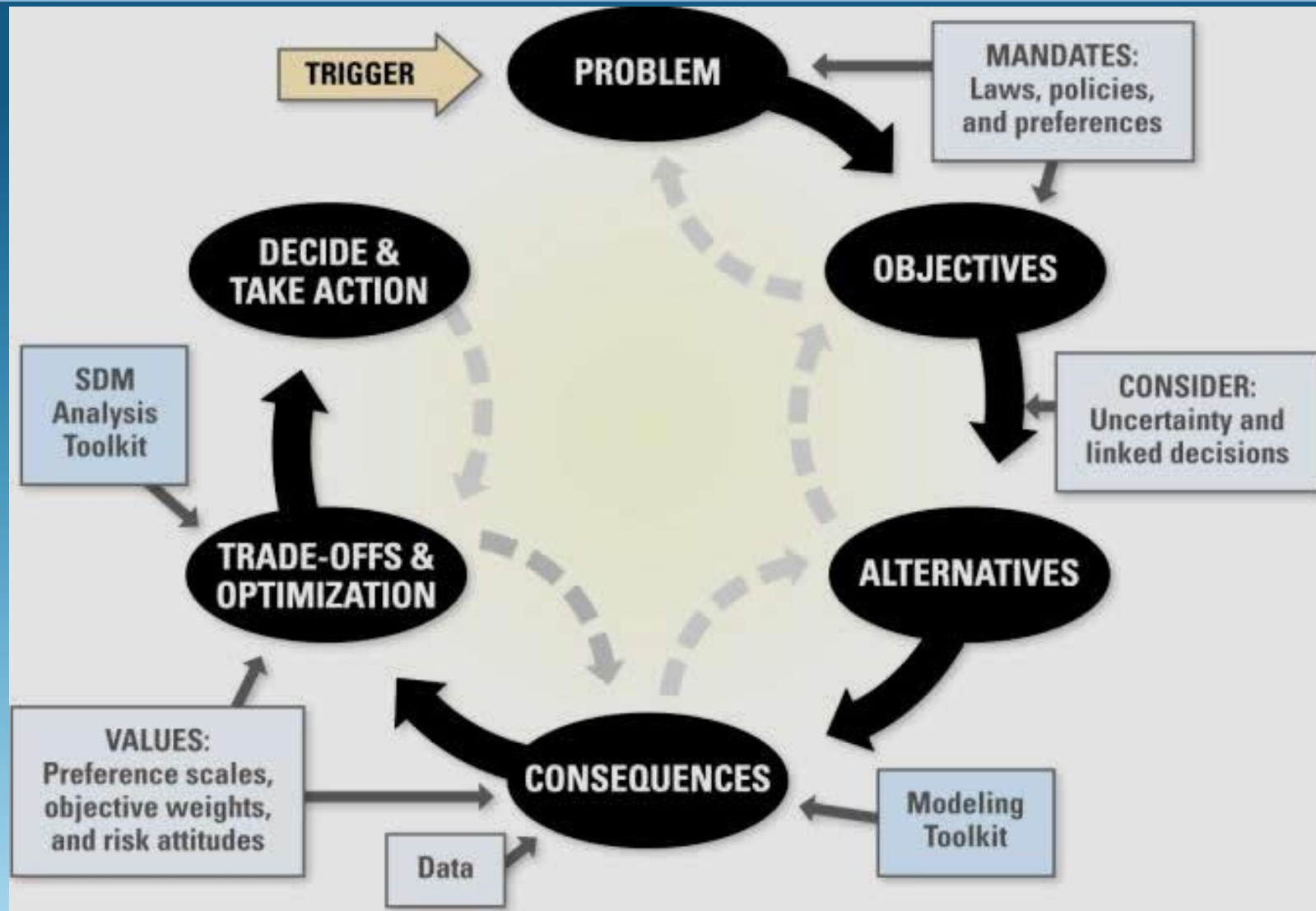


Hallmarks of SDM

- **Value-focused Thinking**
 - The objectives (values) are discussed first, and drive the rest of the analysis
 - This is in contrast to our intuitive decision-making, which usually jumps straight to the alternatives
- **Problem Decomposition**
 - Break the problem into components, separating policy from science
 - Complete relevant analyses
 - Recompose the parts to make a decision



The SDM Wheel





Problem Statement:

How do we allocate resources (funding, staff, equipment) of a partnership to improve conditions at current Pine Rocklands sites while expanding the footprint of the Pine Rocklands ecosystem throughout its historic range?



Objectives:

- Maximize condition (Needs definition; Likely multi-factor) of current pine rockland sites
- Support the recovery of >25 listed species dependent on Pine Rocklands
- Maximize efficiency of partnerships to achieve conservation
- Minimize annual costs of Pine Rockland Conservation
- Expand the footprint of Pine Rocklands by restoring prior converted sites



Decision Model Approach to Prioritization:

SiteID	Site Status	Condition	Size	Shape	Distance to NN	Number of Listed Spp	Number NN Listed SPP	Management Needs	Cost	Site Value
	1 PR	Poor						Fire		
	2 PR	Excellent						Hardwood Control		
	3 PR	Good						Invasive Control		
	4 PC	Native Veg						Acquisition		
	5 PC	Farm						Acquisition + planting		

Management Costs (per acre)

- Fire
- Invasive removal
- Hardwood reduction
- Acquisition

Management Costs

	Initial	Maintenance
Poor	\$\$\$	\$\$
Good	\$\$	\$\$
Excellent	\$	\$\$
Poor + Fire	\$\$\$\$\$	\$
Good + Fire	\$\$\$\$	\$
Excellent + Fire	\$+	\$



Example of a prioritized portfolio

Management Alternati	Profile			Obj 1 (min)	Obj 2 (min)	Obj 3 (min)	Obj 4 (min)	Obj 5 (min)	Obj 6 (max)	CP (Euclidean)	RANK
	Affected	Near Affected	Far From Affected								
1	A	A	A	0.120	0.075	0.5833	1.000	0.950	0.875	0.032	8
2	B	B	B	0.120	0.250	0.5833	0.778	0.950	1.000	0.018	1
3	C	C	C	0.120	0.250	0.8333	0.444	0.950	0.875	0.024	5
4	C	C	B	0.120	0.250	0.8333	0.556	0.950	0.875	0.020	3
5	D	D	D	0.240	0.000	0.5833	0.000	0.963	0.875	0.060	22
6	D	D	B	0.240	0.000	0.5833	0.111	0.963	0.875	0.054	21
7	E	E	E	0.240	0.319	0.8333	0.000	0.981	1.000	0.031	7
8	E	E	C	0.240	0.250	0.8333	0.222	0.981	1.000	0.022	4
9	F	E	E	0.240	0.394	0.8333	0.000	0.982	0.813	0.030	6
10	F	E	C	0.240	0.394	0.8333	0.222	0.982	0.813	0.020	2
11	G	G	C	0.240	0.000	0.8333	0.222	0.647	0.938	0.050	17
12	G	E	C	0.240	0.000	0.8333	0.222	0.969	1.000	0.046	12
13	H	H	C	0.293	0.000	0.8333	0.222	0.692	0.875	0.048	15
14	H	E	C	0.293	0.000	0.8333	0.222	0.970	1.000	0.045	9
15	I	I	C	0.293	0.000	0.8333	0.222	0.498	0.875	0.052	19
16	I	H	C	0.293	0.000	0.8333	0.222	0.685	1.000	0.047	14
17	I	E	C	0.293	0.000	0.8333	0.222	0.963	1.000	0.045	10
18	J	I	C	0.293	0.000	0.8333	0.222	0.493	0.750	0.053	20
19	J	G	C	0.293	0.000	0.8333	0.222	0.636	0.750	0.050	18
20	J	E	C	0.293	0.000	0.8333	0.222	0.958	0.875	0.045	11
21	K	K	C	0.320	0.000	0.8333	0.222	0.066	0.750	0.070	23
22	K	H	C	0.320	0.000	0.8333	0.222	0.668	0.750	0.049	16
23	K	E	C	0.320	0.000	0.8333	0.222	0.946	0.750	0.046	13



Future Directions

- Results of business plan will be adopted by the PR community
- Focused effort on top tier by community should bring results more efficiently
- Articulated “return on investment” should help garner increased interest in funding



Partnership Reflections

- Enter into a process like this with the mindset that ensures partners can see themselves/their organization in the end result
- Spread the workload
- It DOES take a community!



Acknowledgements

- The Nature Conservancy – Florida Chapter
- The Institute for Regional Conservation
- Fairchild Tropical Botanical Gardens
- Miami-Dade County

Questions?