Restoration Partnership: Structure, Funding, Setting Goals, and Tracking Progress
Restoration Partnership Structure

• Purpose
  • Build trust and relationships
    • sharing financial, technical, and human resources
  • Foster collaboration
    • creating planning documents, monitoring protocols
    • responding to new circumstances and lessons-learned
  • Cultivate consensus
    • general agreement, not voting
Restoration Partnership Structure

• Inter-organizational network
  • Non-legal entity lacking regulatory power
  • Decisions are based on good working relationships, reputation, trust, reciprocity, and shared goals

• Responsive Governance

• Memorandum of Understanding (MOU)
  • Formalizes partnership and creates legitimacy
  • Establishes roles and responsibilities of partners
  • Documents commitment among partners
Successful Restoration Partnerships

• Have a structure that facilitates:
  • Effective planning
  • Responsive governance
  • Monitoring progress
  • Collective learning

• Have goals that bridge ecological objectives with social, economic, and cultural objectives

• Have an institutionalized value of flexibility

• Have a partnership coordinators
SAMPLE ORGANIZATIONAL DIAGRAM

Restoration Partnership
Public agencies, private landowners, nonprofit organizations, schools, businesses, and other stakeholders

Core Team
Tamarisk Coalition, Southwest Conservation Corps, The Nature Conservancy, Bureau of Land Management, Four Corners School of Outdoor Education, & Partnership Facilitator

Committees
Funding
Implementation
Monitoring
Stewardship

Provides Directives
Provides Support
Provides Updates
Advisory
Seeks Guidance

RiversEdge West
RESTORE + CONNECT + INNOVATE
Example Restoration Partnership Committees

- **Implementation**
  - conducts collective planning and problem-solving as well as provides technical assistance to practitioners working on-the-ground to implement restoration projects

- **Monitoring**
  - collects, assesses, and disseminates monitoring data to inform future restoration work; determines progress towards shared goals and evaluates the effectiveness of restoration methods

- **Stewardship**
  - raises awareness and fosters buy-in, stewardship, and support for partnership efforts by developing and carrying out volunteer projects, educational materials, and targeted outreach.

- **Funding**
  - strategically pursues funding options to enhance and leverage resources for supporting partnership activities
Funding Challenges for Restoration Work

• Public funding tends to cover 1 - 2 years of work however successful restoration work happens over many years.

• Public funding tends to fund implementation work only - successful restoration projects have ongoing coordination and fundraising.

• Since restoration work is long-term in nature funders experience funder fatigue.

• Private funding tends to provide significant up-front investment and when withdrawn leaves a big gap.

• Private fundraising requires expertise and capacity that many partnerships do not have and that public agency employees think they cannot engage in.
True Costs of Riparian Restoration - Implementation

Mapping, Permits/Surveys, Field Crews, Herbicide Support Services, Monitoring and Retreatment:

- Cost of Mapping/Inventory ~ $22.50/acre x 40 = $900
- Cost of Field Crew ~ $6200/week x 4 = $24,800
- Cost of Herbicide ~ $22.25/acre x 40 = $890
- Cost of permits/survey ~ between $12,000 and $32,000/site
- Cost of Monitoring and Retreatment Crew ~ $3000/week x 1 = $3000

Example: 40 acre site = $41,590-$61,590
# True Costs of Restoration – Overall

<table>
<thead>
<tr>
<th>Category</th>
<th>Per Unit/Person Cost/Per Year</th>
<th>#</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinators</td>
<td>Average ~$25K part-time/person</td>
<td>4</td>
<td>$100,000</td>
</tr>
<tr>
<td>Travel</td>
<td>~$500/trip</td>
<td>16</td>
<td>$8,000</td>
</tr>
<tr>
<td>Indirect Cost</td>
<td>15% of total</td>
<td>$108K</td>
<td>$16,200</td>
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<tr>
<td>Contractors</td>
<td>Av. $51,590/40 acres</td>
<td>3</td>
<td>$154,770</td>
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<tr>
<td>Supplies</td>
<td>$5,000</td>
<td>1</td>
<td>$5,000</td>
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<tr>
<td>Meetings</td>
<td>$5,000</td>
<td>3</td>
<td>$15,000</td>
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<tr>
<td>GIS</td>
<td>$15,000/person</td>
<td>1</td>
<td>$15,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>$313,970</strong></td>
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Funding Diversification is Critical

Typical Breakdown of Restoration Project Funding

- Federal Funding: 35%
- State Funding: 24%
- In-Kind: 6%
- Private: 6%

Ideal Breakdown of Restoration Project Funding

- Federal Funding: 30%
- State Funding: 25%
- In-Kind: 20%
- Private: 25%
Federal/State Funding Strategies

• Finish your annual work plan and budget early – this will be your pitch.
• Establish a funding committee comprised of key federal, state, and non-profit partners.
• Assess your local stakeholders – Who benefits from the work you are doing? Who has the capacity to support your work?
• Meet with key agency decision makers, invite them to open meetings and take them on field trips.
• Strive for diversified funding – combination of federal, state, private.
• Ask federal partners to build budgets with your project in mind and to make end-of-year requests for unspent funds.
### Federal Funding Programs

<table>
<thead>
<tr>
<th>National Fish and Wildlife Foundation</th>
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<tbody>
<tr>
<td>Developing the Next Generation of Conservationists</td>
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<tr>
<td>Pulling Together Initiative</td>
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<tr>
<td>Five Star Program</td>
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<tr>
<td>National Forest Foundation</td>
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<tr>
<td>Matching Awards Program</td>
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<tr>
<td>National Park Service</td>
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<tr>
<td>Challenge Cost Share</td>
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<tr>
<td>Bureau of Reclamation</td>
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<tr>
<td>Water SMART</td>
</tr>
<tr>
<td>Western Forestry Leadership Coalition (US Forest Service)</td>
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<tr>
<td>Landscape Scale Restoration (LSR) Competitive Grant Program</td>
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<tr>
<td>Bureau of Land Management</td>
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<tr>
<td>Healthy Lands Initiative</td>
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<tr>
<td>Wildland Fire Resilient Landscapes Program</td>
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<tr>
<td>Community Fire and Hazardous Fuels Reduction Program</td>
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<tr>
<td>Natural Resource Conservation Service</td>
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<tr>
<td>Environmental Quality Implementation Program</td>
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<tr>
<td>Regional Conservation Partnership Program</td>
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<tr>
<td>US Fish and Wildlife Service</td>
</tr>
<tr>
<td>Partners for Fish and Wildlife</td>
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State Funding Programs that Support Riparian Restoration in Utah

- Utah Partnership for Conservation and Development – Watershed Restoration Initiative
  - Combined state, federal, private funding.
- Utah Department of Agriculture and Food – Invasive Species Management Grant
- Utah State Fire, Forestry and State Lands
- Utah Department of Natural Resources
- Utah Department of Water Resources
Private Fundraising: The Resource Development Cycle

1. Plan and Evaluate
2. Identify Prospects
3. Cultivate Prospects
4. Ask
5. Thank and Steward Donors

The cycle is continuous, allowing for ongoing management and development of resources.
Private Fundraising Strategies

- Carry out a feasibility assessment
- Research foundations and work to build relationships
- Work with partners/board to identify prospects
- Find donors that are willing to connect you to their networks
- Target prospects that have a strong history of giving to related causes or similar organizations
- Gauge your ask:
  - Don’t be afraid to make a large ask if you know they have the capacity and you know they support your work
  - If you are a new applicant don’t ask for too much
- Listen and Connect – learn about what your prospects care about
- Get your Board/partners involved in all steps of the resource development cycle – including giving
Private Fundraising Strategies

- Meet with businesses and foundations before applying for grants – find any personal connections you can
- Be prepared to propose long-term partnerships ideas with businesses
- Thank donors immediately and personally whenever possible
- Convene donors and prospects at small intimate social events
- Let your supporters host fundraising events and invite their friends
- Meet with Community Foundations – they can function as a matchmaker
- Ask friends and family for support
Other Possible Funding Streams

- Utility Surcharge
- Mitigation Funding from Oil and Gas Companies
- Voluntary Surcharge Programs
- Container Taxes