

ARIZONA COORDINATED RESOURCE MANAGEMENT HANDBOOK AND GUIDELINE

A guide for agency participation in planning



**This handbook was revised and approved for use by the
Arizona's Coordinated Resource Management Executive Group
on May 3, 2010.**

A special thanks to the California Resource Management and Planning Council and the Washington State Extension Program for sharing their handbooks with us. Some of the narrative text and appendices are excerpts from their handbooks. The California handbook can be found at: <http://www.crmp.org/resources/handbook.htm>, and the Washington State handbook can be found at: <http://www.crmwashington.org/sites/default/files/publications/Handbook.pdf>.

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Information in this handbook should be supplemented with the *Coordinated Resource Management Guidelines* (1993), by C. Rex Cleary and Dennis Phillippi, Society for Range Management, @ 200 pages. (\$18.00 from SRM @ 1839 York St., Denver CO 80206 (303) 355-7070.)

[Image on front cover from <http://familyfriendly.files.wordpress.com/2008/03/arizona.jpg>]

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INTRODUCTION

Coordinated Resource Management (CRM) is a voluntary natural resource planning process to enhance resource management and resolve resource issues. Coordinated planning brings together people who are concerned about the land. Land owners, users, resource managers, and other interested parties are teamed together to achieve common goals and meet resource needs.

CRM recognizes natural resource management needs can best be identified and resolved on a local level. It encourages direct communication and relies on consensus building among all interested groups as the main strength of the process. To achieve common goals, the most effective process involves the local community, land management agencies, and regulating agencies from the outset in decision making processes.

It is important that all representatives have the authority to speak for the groups they represent. CRM plan recommendations do not override the authority of those ultimately responsible for federal, state and private resources. The process is flexible and the plans address specific situations and contain practical strategies and recommended actions.

Purpose of this Handbook

This handbook provides instructions and tools for Field Groups to develop Coordinated Resource Management Plans. These plans can be created at a sub-watershed scale (resource management plans) or at the ranch scale (ranch management plans). The handbook outlines the planning process, provides checklists of ideas to be considered during the planning process, and forms to help organize information.

The sample documents and forms in **Appendix A** will assist working groups move through the planning process of identifying issues, establishing goals and target conditions, determining and implementing actions, and finally evaluating effectiveness and revising actions as needed. The handbook also provides conflict resolution methods and how to establish meeting ground rules that should avoid conflicts from arising.

Memorandum of Understanding

Nineteen state and federal agencies signed a Memorandum of Understanding (MOU) to establish Coordinated Resource Management in Arizona (**Appendix B**). The MOU provides a mechanism for resource management agencies in Arizona to work together, share resource information, and develop complementary policies, procedures, and methodologies. The following agencies signed the MOU:

Agricultural Research Service
Arizona Cooperative Extension
Arizona Dept of Environmental Quality
Arizona Farm Service Agency
Arizona State Land Department
Bureau of Indian Affairs
Bureau of Reclamation
National Park Service
U.S. Fish and Wildlife Service
U.S. Geological Survey

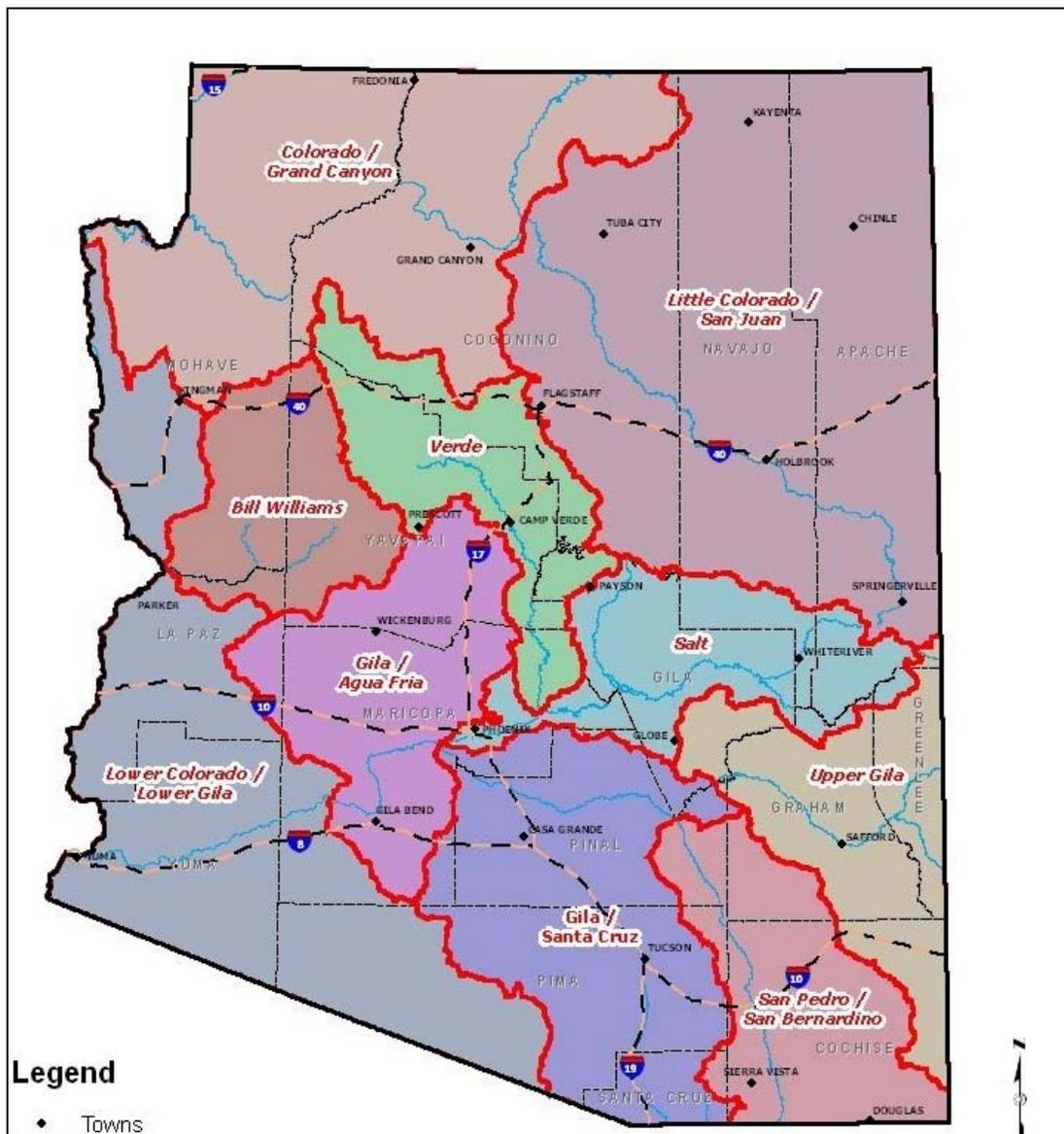
Arizona Association of Conservation Districts
Arizona Department of Agriculture
Arizona Department of Water Resources
Arizona Game and Fish Department
Arizona State Parks
Bureau of Land Mgmt – Arizona State Office
Environmental Protection Agency
Natural Resources Cons Service – AZ Office
U.S. Forest Service – Region 3

Based on this MOU, groups working on CRM efforts in Arizona should expect agencies to collaborate on solving resource problems, within their budgetary constraints. If collaboration is not

forthcoming, the Executive Group should be notified. The Executive Group is part of the structure established in Arizona to implement the MOU.

1. **Executive Group** - Composed of representatives from member agency, who are responsible for administering the resource management activities for their agency.
2. **Task Group** - An extension of the Executive Group assigned to assist with planning, implementing and monitoring the CRM program.
3. **Special Working Groups** - Groups established by the Executive Group to address issues and problems which have been presented to them.
4. **Field Groups** - Field staff from each agency who actively participate in the development, implementation and monitoring of individual CRM plans.

Coordinate Resource Management Areas - To assist in CRM plan development, Arizona has been divided into 10 watersheds, as illustrated below. A Field Group has been established for each watershed, and will be working with all interested stakeholders to assist in develop resource management plans and ranch management plans. The geographic boundaries for a plan vary and are defined as part of the planning process (e.g., a ranch, 10-digit HUC drainage area).



The CRM Planning Process

A request for a CRM plan can be initiated by a resource management agency, a conservation district, a land owner, a Native American Tribe, a land user, or other party. Requests are communicated to the Field Group. The CRM process is initiated to address existing and potential resource management issues.

Ground Rules

Early in the process, the group will need to collaboratively develop and commit to ground rules. This helps create healthy, productive communication habits, trust, and sense of safety when discussions get intense. A common understanding of the level of consensus expected should be determined.

Although they can be stated in various ways, four basic rules need to be established to enable this type of collaborative planning.

Collaborative Planning Rules

Commitment – All participants must be committed to the success of the program. The process should help participants identify common goals. Participants must enter with at least an open mind and willingness to listen. Undermining the group is not allowed. CRM groups should invite all stakeholders to express their needs and offer solutions. Blocking a suggested resolution carries with it the commitment to offer an alternative.

Broad Involvement – All interested parties need to be invited. Document who comes and who declines to participate. To leave out a group that has expressed interest invites eventual failure of the process. If a party is more interested in undermining than in expressing needs, the group will need to flush out the underlying issues and concerns.

Management by Consensus -- Participation in CRM is explicitly voluntary, and therefore, everyone needs to agree on conclusions. Abstentions are permitted. If everyone does not agree, you go back to the drawing board and listen further to expressed needs and concerns.

Express Needs Not Positions – “Positions” create confrontation and “needs” generate compassion and understanding. Groups are more likely to take care of legitimate needs. The group must discipline itself and help each other to speak in terms of “needs” and avoid position statements, grandstanding, or accusations typical of adversarial relations.

Consensus – A consensus is the collective opinion arrived at by a group of people working together under conditions that permit communications to be open, supportive and fair. All members understand the decision and are prepared to support it. A group consensus opinion will represent all of the stakeholders, whereas unilateral decisions tend to polarize the group. The greater time commitment to reach consensus is balanced by the quality of the final decision.

Operationally, consensus means that all members can rephrase the decision to show they understand and everyone has a chance to say how they feel about it. Those who disagree are listened to and the reasons for disagreement are documented. If, after hearing the reasons the group still agrees to the decision an effort should be made to see if the disagreeing party will give the decision a try.

The group's composition, size, and the process used will affect the ability of the group to come to a consensus. It helps, for example, for groups to be seated in a democratic manner, such as in a circle, rather than in a shape placing one member in a prominent or "power" position.

Reaching consensus requires give and take by all participants. It is unlikely that two groups will reach the same "right" answer, or order the issues being considered the same way, because the dynamics of each group are different. The dynamics in a consensus exercise are similar to the dynamics of mediation. The resolution of the dispute depends on the flexibility and creativity of the participants. Success frequently depends on the ability of the facilitator to lead the parties toward a consensus solution. (See Appendix A, Facilitating Conflict Resolution.)

There is no one "right" process. The group may try to categorize the most important and least important issues. It is often easier to agree on what is least important than vice versa. The group may find it easier to achieve consensus by agreeing first on small issues before working on big, more complex issues or issues that are the basis for more disagreement.

Consensus Guidelines

- Get underlying assumptions out in the open where they can be discussed. Don't let unspoken opinions stay unspoken.
- Listen and pay attention to what others have to say.
- Be cautious of early and quick agreements. They may be based on erroneous assumptions that need to be challenged.
- Avoid competing and arguing. Treat information as neutral and don't argue over how "right" or "wrong" provided information may be. If information is thought to be lacking, say why and suggest ways to make it better.
- Be aware that voting may split the group into winners and losers and encourages either-or thinking and arguments.
- Encourage everyone, particularly the quieter members, to offer their ideas.

Planning Teams

Stakeholders – The Field Group will identify all individuals, interest groups, and agencies that could potentially be affected by decisions made or improvements to the resource issue (stakeholders) and invite them to participate in the planning effort. Groups that need to be invited will vary depending on the scope of the resource issues. Invite representatives living and working outside of the area to participate if they are familiar with the local issues. Local representatives of all levels of government should be invited. Ideally those present should have decision making authority for the group or agency they represent.

A complete group ensures a stronger plan that is less subject to future challenge. Participation is voluntary. Success is still possible even if some affected parties choose not to participate.

Teams – If a large group is assembled, it may be subdivided into two teams:

The Steering Committee– Its role is policy, guidance, and direction, rather than to development of technical solutions. Steering Committee members are decision makers, policy makers, and representatives who can speak for their organization and should have the broadest possible stakeholder representation.

Technical Review Team – This team gets out on the ground and proposes technical solutions to bring back to the Steering Committee.

Steering Committee and Technical Review Team members need some orientation at the start of the planning process. Some questions need thorough discussion, such as: What steps to follow? What will be required of everyone involved? What planning can and cannot be expected to accomplish.

Facilitator - A facilitator often plays an important role for your planning group. This person will assume responsibility for setting the tone, reducing conflicts, and efficiently moving the entire group forward in decision making. Attributes of a good facilitator include professional competence in resource issues and the ability to work with people to achieve consensus. In more contentious situations, a facilitator with no perceived bias may be necessary. However, usually the planning group can agree on a local facilitator who will remain impartial when running the meetings.

An Effective Facilitator

- Creates a safe working environment in which members can contribute their thoughts and ideas.
- Gets agreement through consensus on desired outcomes.
- Makes use that everyone has a chance to participate and treats everyone equally.
- Promotes respectful listening, defends others from personal attack, and prevents power plays.
- Ensures that time is monitored and information is recorded.
- Remains neutral and does not contribute content ideas or evaluate members' ideas.
- Creates opportunity, participation, involvement, ownership, belonging, and acceptance.
- Focuses on group accomplishment and team building.
- Encourages building relationships first before dealing with sensitive issues.
- Keeps the group's attitude positive.

The Scoping Process

Gather Information - Several weeks before the first meeting of the planning group, assemble information and circulate it among participants. The information can be as simple as a detailed agenda for the first meeting or fact sheet.

Compile all available and pertinent resource information for the planning area to identify issues, problems and opportunities. Needed materials may include; soil surveys, hydrologic studies, local land use plans, and resource inventory data. This will help the Steering Committee realize resource capabilities and potentials. The issues and problems will help direct the group in the collection of specific data. One agency may volunteer to take the lead on preparing this information. (Appendix A - Checklist Prior to First Meeting.)



Whooping Cranes in Arizona

Initial Meeting – Meetings should occur at a neutral location, such a community center. To reach all interested people in the community, send a news release (Appendix A, Sample News Release). The agenda for the first meeting may vary based on the background information available and level of knowledge of participants. The main goal of this meeting is to establish common goals and interests among participants, the ground rules and process, and initiate discussions of major resource issues. (Appendix A, Sample First Meeting Agenda.)



Identify Resource Issues and Opportunities – Based on the information gathered, create a list of major resource management issues and opportunities (Appendix A, Resource Issues and Opportunities). All suggestions are included on the list, even if some are controversial. Public scoping meetings may be necessary to identify issues and opportunities. All ideas will be considered in greater detail later during the planning process.

Field trips should be part of this process. The process of identifying the major issues may take more than one meeting. The process of identifying management objectives and potential actions (following sections) is also likely to require field trips.



Define Planning Area -- The extent of the planning area will be defined by the planning team, based on the issues of concern and opportunities. Boundaries should be logical and recognizable. The area should include all private and public lands necessary to obtain solutions to identified problems. Be careful not to make the planning area too large or too small. If it is too big, the plan may become too complex and lengthy. If too small, the causes of some problems may be outside the planning area.

Set Goals and Objectives

Develop specific goals and management objectives to address issues identified (Appendix A, Planning Goals and Objectives Worksheet). Issues can be addressed individually or combined.

A **goal** is a concise statement of the state or condition a land and resource management plan is designed to achieve.

An **objective** is a specific statement of measurable results to be achieved within a stated time period to meet the goal. An objective should be quantifiable.

The planning goals and objectives are developed based on what “outcomes” need to be achieved in terms of resource improvements and resource uses. The management objective is more quantifiable and put in a time frame, while the goal is a broader statement.

Write down every suggestion in order received no matter how simple, controversial, or even contradictory. The group needs to reach consensus on the goals and management objectives. This may take several iterations to satisfy all participant needs.

Develop an Action Plan

For each objective, the Technical Review Team will identify potential actions to accomplish each objective (Appendix A, Potential Actions List). Do not overlook innovative suggestions.

Then compare potential actions to determine which actions are practical, workable, and are likely to achieve the stated objective (Appendix A, Action Evaluation Worksheet). Be sure to identify permits and authorizations that might be needed to accomplish each action and the process, costs, and time involved in obtaining them.

Field trips may help resolve difficult conflicts and dispel misconceptions about resources or features at a site. A planning group may need to develop and discard several different lists of actions for each objective before all agree on one that will do the job.



CO Bar Cutting Trees

When the best actions to accomplish the objective have been selected, describe: responsible parties, resource needs, support and commitment, funding, a tentative time schedule for completion, milestones, and how effectiveness will be determined. (Appendix A, Action Assignment Worksheet).

A list of potential funding sources is provided in Appendix A.

Document and Approve the CRM Plan

A CRM Plan identifies the purpose of the plan, goals and objectives, selected actions, and methods for monitoring effectiveness. The draft plan assembles the information gathered during the prior steps. A plan format is provided in Appendix A. Environmental Assessments, Records of Decisions and/or Findings of No Significant Impact are to be attached to the plan.

Once the Steering Committee approves the draft plan, it should be shared with a larger audience of interested stakeholders. Any conflicts or concerns will need to be resolved. When everyone is in agreement with the plan, all Steering Committee participants sign the signature page, recording their agreement and willingness to carry out tasks described in the plan.

Fund, Implement, Monitor, Review

Funding and Support – Finding funds and support to implement actions can be a challenge. Here are a few suggestions.

Pursue grants. The list of potential grants provided in Appendix A is a good starting point. Consider hiring or finding a volunteer grant writer, such as a university student, a Resource Conservation and Development Program (RC&D) coordinator, or a watershed coordinator. Be sure that your grant application strongly reflects the purpose and priorities of the grant. Develop a strong track record with a grant institution by submitting high quality proposals and other documentation on time. Involve grant resource representatives in the CRM effort.

Network in the community. Find interested volunteers, students, or interest groups to provide labor, equipment, staff time, or more. Use media outreach to highlight your activities. Hold fundraisers. Ask sponsors for contributions. Look for education and training support from federal and state agencies. Look for in-kind services (labor, equipment, etc). Look for special assessments.

Broaden participation in the CRM effort. Invite grant resource representatives and interested volunteer groups to participate.

Look for additional agency support. Natural Resource Conservation Districts, the University of Arizona Cooperative Extension Service, Nonpoint Source Education for Municipal Officials (NEMO), Master Watershed Stewards, Watershed Research and Education Program at Northern Arizona University, and other agencies may be willing to provide training and support, such as: initial coordination, in-kind services (use of office, etc.), custodian of grant funds, grant sponsor, technical advice, access to mailing lists and landowner contacts, outreach, publicity, information, education, training, or monitoring support.



Road Closures

Implementation – Encourage public participation in the implementation and monitoring phases.

It may take years to implement all components of the plan. To keep energy and momentum for implementation, consider sending news releases to stakeholders or local media highlight accomplishments. The community or interested stakeholders can be asked to a “field day” or workshop to view or help implement the project.

Authorizations and permits must be obtained before starting each action. The approval process may take time, so initiate well in advance of scheduled implementation. Projects must be sized and placed in the best manner for the site. This may require engineering plans, technical assistance, and training. Many grants will pay for the engineering, technical assistance, and training needed to assure project successful.

Effectiveness Monitoring – To determine if strategies are effective, one must have baseline monitoring that identifies critical sites where deterioration has been documented. It is also necessary to establish reference sites to properly interpret field data.

Monitoring is needed to determine if measurable management objectives are being reached. These management objectives will help determine the types of monitoring needed.

Develop a monitoring plan that provides monitoring method procedures, quality assurance, monitoring schedules, and responsibilities. An effectiveness monitoring worksheet is provided in Appendix A.

Progress and Effectiveness Reviews – The planning group needs to regroup periodically to review progress in achieving objectives in the plan. Make sure that planned actions are being completed. Adjust the priority lists and project schedule if needed. Educate new members to the team. Changes in land ownership, passage on new laws, or changes in agency priorities may require modifications of the plan.



Monitoring Santa Cruz River

Once a plan begins to be implemented, it needs to be evaluated to determine whether strategies and actions are achieving goals and targeted conditions. Review effectiveness monitoring data to see if the implementation is achieving the desired outcomes.

Keep the community involved and aware of your progress and accomplishments. Use the news media. Consider hosting a “field day” or “demonstration day” to bring targeted audiences or general public out to a project site. Look for ways to encourage face-to-face education and outreach about the project.



It is best to think of planning as a cycle, not a straight-through process. The process starts by identifying desired outcomes. Progress will occur if local level participation and control is encouraged at every stage. Long-term success will require commitments to maintain the improvements and adaptive management – ongoing monitoring and adjustment of land use practices.

The future depends on what we do in the present. – Mahatma Gandhi.

APPENDIX A

Toolbox for Coordinated Resource Management

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Facilitating Conflict Resolution

The meeting chair may want to use the following process to build a consensus.

1. Welcome – Commend people for their willingness to work towards an amicable resolution of the problem.
2. Establish shared goals and commitments – Determine common goals. All participants agree to work towards a resolution and to find a consensus opinion.
3. Ground Rules – All participants agree to abide by established rules of conduct.
4. Statement of the Problem – Each participant gives a summary of how they perceive the problem.
5. Clarifying Questions – Each participant may ask questions to better understand the other’s point of view. However, it is clarification only, not a debate.
6. Statement of Wants – Each participant in turn states what they want to see happen in order to resolve the problem.
7. Clarifying Wants – Each participant may again ask clarifying questions. The facilitator must ensure that each participant understands the “wants” of the others.
8. Statement of Willingness to Do – Each participant in turn states what they are willing to do.
9. Consensus Agreement – An agreement or consensus is reached and is formally recorded in the minutes.

Before the consensus is reached the group may need to repeat some of these steps in a feedback loop. Some decisions may require several meetings to present and digest ideas and concerns.

Checklist Prior to the First Meeting

- Assemble a small planning committee to help pull together the first meeting.
- Identify potential stakeholders and develop a mailing list.
- Set the time and date for the first meeting. Use a neutral location for the meeting.
- Develop a meeting agenda. Include the issue(s) that led to the meeting being called.
- Make arrangements for a meeting facilitator.
- Identify someone to chair the first meeting.
- Plan to have a recorder present to take accurate notes.
- Send an announcement or news release to potential stakeholders announcing the first meeting 2-3 weeks in advance. Direct contact will encourage better participation.
- Prepare for audio-visual needs by having flip charts and felt markers, computers and projectors, etc.
- Create a map showing the *proposed* geographic boundaries to be encompassed by the planning effort. Consider using GIS at the meeting to display information about the area of concern and support discussions.
- Collect readily available data and information about your proposed planning area (see potential list below).
- Assemble and photocopy handouts for meeting.
- Have nametags and sign-in sheet available. Sign in sheet should include: name, address, organization, email, and phone number. Use this to start a permanent contact list.

Potential Resource Materials to Gather

- GIS covers and datasets (ownership, land use, soil, veg-gap analysis, allotments) (ALRIS at State Land Department has most of the covers you may want. Or you may use the internet map service at the NEMO website: <http://www.srn.arizona.edu/nemo>)
- Field monitoring and survey information (soil, wildlife population, habitat, fishery, vegetation, riparian proper functioning condition, stream, timber, watershed inventory)
- Water quality assessment report and impaired waters list (ADEQ)
- Threatened and Endangered species critical habitat (AGFD)
- Livestock inventory or existing grazing plans
- Land management agency general plans

Sample News Release

News Release

For Immediate Release

Date: *(month/day/year)*

Contact: *(name and phone for the newspaper to contact for more information)*

Join Us for a Public Meeting

The first paragraph should include who, what, when where, and why.

For example:

The public is invited to attend a meeting to discuss the future of the Little Javelina Watershed sponsored by the Friends of Javelina Creek and the Arizona Department of Environmental Quality. The meeting will be held at the ABC Community Center on Friday, February 2, 2006 from 7:00 to 9:00 p.m. to discuss current use and management of the stream corridor running from Hillsville to Burro Lake.

The second paragraph should give a bit more detail about the goal of the meeting and mention of who should attend and why. For example:

The focus of the meeting will be a discussion of resource issues in this watershed and the use of coordinated resource management and planning to achieve success. Attendees are invited to join the discussion and state their concerns. This meeting is particularly important for community members and civic leaders who are concerned about the Little Javelina watershed and would like to get involved in improving this natural resource. The meeting will be of interest to people with homes along Little Javelina Creek.

Note any additional information in the final paragraph. For example:

For more information, please contact Jack Jones, President of the Little Javelina Watershed, at 623-189-8989 or jjwaters@earthnet.org or you can find additional information on the Little Javelina Watershed website: <http://www.javelinawatershedforever.org>.

Sample First Meeting Agenda

1. Welcome participants. Have attendees introduce themselves. Be sure that everyone has signed in.
2. Describe general purpose of meeting, the purpose of the plan, and results or outcomes anticipated.
3. Discuss the collaborative process to be used. Establish general rules of conduct needed to establish a consensus.
4. Designate: meeting chair, facilitator, and note taker.
5. Present information and data known about the area
 - a. Delineate geographic area (may be revised during process)
 - b. Characteristics, ownership, etc
 - c. Summarize monitoring and survey information, highlighting concerns and data gaps.
6. Brainstorm issues of concern and opportunities that could be addressed in this plan.
7. Brainstorm what needs to be learned before making planning decisions. Identify potential sources of missing information and who will obtain it for the group
8. Determine if other stakeholders should be participating in future meetings.
9. Determine action items and responsibilities prior to the next meeting
10. Set the agenda and date for next meeting.
11. Obtain participant feedback and commitment. Give each person a chance to express support, doubts, and fears about the possibilities for this process and an opportunity to share its responsibilities. (*Why did you come today? What issues concern you most, and why? Are you willing to commit to future participation as a member of this group?*)
12. Close with final comments and adjourn.

Meeting Chair: Provide ample time for individual input and comment. Promote respectful listening. Look for people who have not spoken or expressed ideas, and call on them specifically. All participants need to be included and heard.

Project Status and Plan Evaluation Meetings

Periodic meetings are used to maintain momentum and address issues during the implementation phase and evaluate progress after implementation. During periodic review meetings, the group will need to:

- Review the progress in implementing the plan
 - Recognize accomplishments
 - Discuss actions that are not completed and determine additional support and resources needed
 - Discuss new developments, issues, or unintended consequences
 - Formally adjust schedule, if needed.
- Review monitoring results
 - Determine any monitoring issues and revise plans as needed
 - Determine if monitoring data indicates progress at meeting targeted conditions
- Consider adaptive management strategies
 - Determine whether the plans need to be revised, and if so, how to proceed.
- Document what is to be done next, who will do it, and when it will be completed.

Action Evaluation Worksheet

Fill out one worksheet for each potential action. This evaluation will help select and prioritize potential actions.

Potential Action

Costs and benefits can be roughly estimated or judgments (e.g., high costs, moderate benefits)

Costs and Complexity
Estimated costs:
Complexity/technical assistance required:
Permits/permissions:
Maintenance requirements:
Other concerns:

Potential Benefits
Past use and benefits:
Who/what will benefit:
Expected life of benefit:
Desire to implement:
Commitment to maintain:
Time after implementation for benefits to be achieved:
Likelihood of achieving goal & objective:

Support
Commitments to Implement (who, where, when, what portion of the implementation)
Potential Funding Sources:

Other Comments

Rating	
---------------	--

Effectiveness Monitoring Worksheet

For each Management Objective, describe how effectiveness will be monitored. Consider establishing “key sites” where deterioration can currently be measured so that effectiveness of improvements can be measured. Also consider monitoring reference sites so that variable climate impacts do not bias data interpretation.

Management Objective

Monitoring Method(s) (brief description)	
Field Protocols and Evaluation Criteria (citations)	
Criteria for Site Selection and Monitoring Times	
Existing Data	
Date to Initiate Monitoring	
Responsible Parties or Agencies	Monitoring Plan (if needed) Monitoring Data Tracking Data Interpretation Data Reporting
Parties to Receive Reports	
Other Information	

Action Assignment Worksheet

Fill out one worksheet for each action selected to be included in the plan.

Action	
Resources Needed (Costs, training, etc)	
Responsible Parties for Implementation and Maintenance (Who, what, when)	
Potential Funding Support	
Permits and Authorizations	
Effectiveness Monitoring (brief description)	
Tentative Schedule and Milestones to Implement and Monitor Effectiveness	

Potential Permits and Authorizations

Do not assume this list to be complete. Other permits and authorizations may be required depending on land ownership, use restrictions, and proposed action.

Permit or Authorization	Applicability	Agency / Information
Aquifer Protection Permits (APP)	Any discharge that potentially could contaminate ground water quality. For example (but not limited to), septic systems, CAFOs, waste ponds.	ADEQ www.azdeq.gov/environ/water/permits/ ADEQ has delegated authority to counties for conventional septic systems.
Dredge and Fill Permits (Clean Water Act Section 404 Permits and Section 402 State Certifications)	Any work within the active channel of a surface water (lake or stream). May be needed if working on stream banks.	US Army Corps of Engineers www.spl.usace.army.mil/regulatory/
Endangered Species Section 7 Consultations	Any action on federal lands or use of federal funds	USFWS http://www.fws.gov/southwest/contact.html
National Environmental Protection Act (NEPA) Requirements	Any action on federal lands or use of federal funds	Work with federal agency involved
Public Drinking Water Systems	At least 15 service connections or 25 people daily for 60 days of the year.	ADEQ www.azdeq.gov/environ/water/dw/index.html ADEQ has delegated authority to some county health departments.
State Historic Preservation Office (SHPO) Review	If state or federal funds are used or if project is on state or federal lands.	State Parks – State Historic Preservation Office azstateparks.com/SHPO/review.html
State Land – Application to Place Improvement	Any improvement on State Trust Land	State Land Department www.land.state.az.us
Stormwater Construction Permits	Construction work that disturbs more than 1 acre (total all projects)	ADEQ www.azdeq.gov/environ/water/permits/stormwater.html
Stormwater Detention/Retention Design Approval	Construction of any storm water detention or retention areas	ADWR
Water Rights and Appropriations of Surface Water	Surface water diversions or use	ADWR www.azwater.gov/dwr/Content/ContactUs/default.htm
Well Construction and Abandonment	Construction or abandonment of a well	ADWR http://www.azwater.gov/AzDWR/WaterManagement/Wells/default.htm

Funding Sources

The table on the following page provides a list of Arizona and U.S. government funding sources for projects to reduce polluted runoff, or nonpoint source pollution. It should not be considered a complete list, but simply a place to start.

Agency	Program	Purpose	Eligibility	Cost Share	More Information
ADEQ / EPA	Nonpoint Source Water Quality Improvement Grants	Nonpoint Source Implementation Projects and Education Grants	Any entity	Minimum non-federal match of 40% of the total cost of the project	ADEQ: www.azdeq.gov/environ/water/watershed/fin.html EPA (tribes): http://www.epa.gov/region09/water/tribal/tribal-cwa.html
ADEQ / EPA	Nonpoint Source Water Quality Improvement Grants	Development and implementation of a Watershed Improvement Plans (WIPs)	Any entity. (Current focus on impaired waters)	Minimum non-federal match of 40% of the total cost of the project	ADEQ: www.azdeq.gov/environ/water/watershed/fin.html
ADWR	Arizona Water Protection Fund	Maintain, enhance, and restore rivers, streams and associated riparian habitats	Any entity	Not required	ADWR: www.awpf.state.az.us/
AGFD	Heritage Funds	Identification, inventory, acquisition, protection and management of sensitive habitats.	Public entity (tribes, federal, state, local government). Publicly held lands.	No cost share. Grants are minimum \$1000 and maximum of \$10,000.	AGFD: www.azgfd.gov/w_c/heritage_programs/shtml
AGFD	Wildlife Conservation Fund	Conserve, enhance, and restore wildlife resources and habitats	State, tribal, and non-profit entities	None	AGFD: www.azgfd.gov/w_c/wildlife_conservation_grant.shtml
ASP	Historic Preservation	Preserve and protect historic resources	Cities, counties, state agencies, tribes, & public educational institutions (or third party).	\$150,000 maximum	ASP azstateparks.com/grants/index.html
ASP	Trails	Trail development or reconstruction	On AZ Trails System list. Government agency (or third party)	At least 25% match	ASP azstateparks.com/grants/index.html
ASP	Local, Regional, and State Parks	Outdoor recreation and open space	State and political subdivisions (or third party)	At least 50% match	ASP azstateparks.com/grants/index.html
ASP	Land & Water Cons. Fund				ASP azstateparks.com/grants/index.html
ASP	Recreation Trails Program	Development and restoration of recreational facilities and trails	Government agencies and non-profit orgs.	At least 10% match	ASP azstateparks.com/grants/index.html
ASP	State Lake improvement Fund	Development of public lake recreation facilities	Government agencies (or third party)	Varies	ASP azstateparks.com/grants/index.html
ASP	Growing Smarter Land Acquisition	Purchase or lease of State Trust Lands for	State and political subdivisions	Up to 50% of appraised value and 50% match	ASP azstateparks.com/grants/index.html

Agency	Program	Purpose	Eligibility	Cost Share	More Information
		conservation purposes	and some non-profit agencies		
ADA	Livestock and crop Conservation Grant	Implement conservation based management alternatives.	Livestock and crop producers (on private, state, and federal lands, but <i>not</i> on tribal lands)	Up to 100% of total project costs	AZDA: www.azda.gov/Main/LiveCropGrantProgram.htm
EPA	Wetlands Assessment	Develop wetland protection plans	Varies. Generally state, tribal, or local governmental entities.	Minimum non-federal match of 25% of the total cost of the project	EPA: www.epa.gov/region09water/wetlands/wetlands_grants.html
EPA	Targeted Watersheds	Community-driven, result-oriented watershed projects	Tribes, local governments, NRCDs, non-governmental organizations	Minimum non-federal match of 25% of the total cost of the project	EPA: www.epa.gov/twg/index.html
EPA	Various grants	Varies	Varies	Varies	EPA: www.epa.gov/region09funding/index.html
FWS	Partners Program	Conserve or restore imperiled ecosystems or habitat for T&E species	Private land owners or tribes		FWS: www.fws.gov/partners/
FWS	Various Grants				FWS: www.fws.gov/grants
NRCS	Farm Bill Conservation Security Program (CSP)	Install or maintain conservation practices	Farmers and ranchers	As low as 25% match	NRCS: www.az.nrcs.usda.gov/programs.html
NRCS	Farm Bill Environmental Quality Incentives Program (EQIP)	Develop and implement a plan to meet conservation and environmental objectives.	Farmers and ranchers	As low as 25% match	NRCS: www.az.nrcs.usda.gov/programs.html
NRCS	Farm Bill Farm and Ranch Lands Protection Program (FRPP)	Purchase conservation easements	State, tribal, or local governments, and non-governmental entities with existing farm and ranch land protection programs	None	NRCS: www.az.nrcs.usda.gov/programs.html
NRCS	Farm Bill Forest Land Enhancement Program (FLEP)	Develop and implement a management plan	Farmers and ranchers	As low as 25% match	NRCS: www.az.nrcs.usda.gov/programs.html
NRCS	Farm Bill Grassland Reserve Program (GRP)	Create an easement or restoration of grasslands.	Farmers and ranchers	As low as 10% match	NRCS: www.az.nrcs.usda.gov/programs.html
NRCS	Farm Bill Wildlife, Habitat, Improvement Program (WHIP)	Enhance, create, and restore wildlife habitat	Private property owners	As low as 25%	NRCS: www.az.nrcs.usda.gov/programs.html
NRCS	Farm Bill Wetlands Reserve Program (WRP)	Restoration and maintenance of wetlands	Farmers and ranchers	Varies. May not require match	NRCS: www.az.nrcs.usda.gov/programs.html

ADEQ = Arizona Department of Environmental Quality
AGFD = Arizona Game and Fish Department
ASP = Arizona State Parks Department
ADA = Arizona Department of Agriculture
BoR = US Bureau of Reclamation
EPA = US Environmental Protection Agency
FWS = US Fish and Wildlife Service
NRCS = Natural Resources Conservation Service of the US Department of Agriculture

CRM Plan Format Outline

(Cover with name of plan, date of adoption)

(Acknowledgements – people and agencies involved in plan development)

(Plan agreement signature page)

Name of Plan

Purpose

Planning Area

Key natural and man-made characteristics, size, location in the state

General land uses

Land ownership by acres

Agency designated area (e.g., range resource area, conservation district, ranger district etc)

County

Attach maps delineating area (recommend topographic map)

USGS topographic quadrangles

Resource Management Issues and Opportunities (from Resource Issues and Opportunities Worksheet)

List and discuss problems and opportunities addressed by this plan.

Indicate how problems were documented

Could attach list developed if other important issues will need to be addressed later.

Resource Goals and Objectives (from Goals and Objective Worksheet)

List goals and management objectives. (Goals are desired conditions. Management objectives are measurable results within a stated time period needed to meet the goal.)

Action Plan (from Action Assignment Worksheet)

List actions to be taken to obtain each management objective

Resources needed

Responsible parties for implementation and maintenance

Funding sources

Permits and authorizations

Schedule and milestones

Evaluations and Revisions

Effectiveness monitoring

Evaluations, reviews, plan revisions

Attach: Maps

Lists and worksheets, as appropriate

Detailed monitoring plan

APPENDIX B

Memorandum of Understanding For Coordinated Resource Management in Arizona

Among:

- Bureau of Land Management (BLM)
- Forest Service (USFS)
- Cooperative Extension (CE)
- Farm Service Agency (FSA)
- Bureau of Indian Affairs (BIA)
- Natural Resources Conservation Service (NRCS)
- Environmental Protection Agency (EPA)
- Fish and Wildlife Service (USFWS)
- Bureau of Reclamation (BOR)
- National Park Service (NPS)
- U.S. Geological Survey (USGS)
- Agricultural Research Service (ARS)
- Arizona State Land Department (SLD)
- Arizona Game and Fish Department (AGFD)
- Arizona Association of Conservation Districts (AACD)
- Arizona Department of Environmental Quality (ADEQ)
- Arizona Department of Water Resources (ADWR)
- Arizona Department of Agriculture (ADA)
- Arizona State Parks (ASP)

A. Purpose

This Arizona Memorandum of Understanding for Coordinated Resource Management provides the mechanism for private land owners, Native American Tribes, land users, conservation districts, and state and federal resource management agencies and their cooperators, permittees, and leasees to develop coordinated resource management plans for farms, ranches, wildlife habitat, watersheds, or similar resource management units. It also provides for the mechanism for agencies with resource management responsibilities in Arizona to work together, share resource information, and develop complimentary policies, procedures, and methodologies where possible. It is intended to foster cooperation and coordination in development and implementation of sound resource management and conservation programs where objectives are of mutual concern.

This Memorandum of Understanding is intended to supplement existing Memorandum of Understanding between and among agencies, tribes, conservation districts, and local governments for coordination of resource management in Arizona.

This Memorandum of Understanding supersedes the February 1991 Arizona Supplemental Memorandum of Understanding for coordinated resource management between the Bureau of Land Management, US Forest Service, Arizona Cooperative Extension, Soil Conservation Service, Arizona State Land Department, Arizona Game and Fish Department, and the Arizona Association of Conservation Districts.

B. Roles and Responsibilities

1. The Bureau of Land Management administers public lands within a framework of numerous laws. It is the mission of the Bureau of Land Management to sustain the health, diversity, and productivity of the public lands for the use and enjoyment of present and future generations.
2. The U.S. Department of Agriculture Forest Service manages public lands in the national forests and grasslands. The Forest Service also conducts forestry research, and provides technical and financial assistance to state and private forestry agencies.
3. The Cooperative Extension Service works to enhance agriculture, the environment, the natural resource base, family and youth well-being and the development of local communities. They accomplish this mission by the integration, dissemination, and application of knowledge in agricultural and life sciences.
4. The Natural Resources Conservation Service is a federal agency that works in partnership with the American people to conserve natural resources on private lands, and other non-federal lands, through scientific and technical expertise, and partnerships with Conservation Districts and others.
5. The Farm Service Agency mission is to stabilize farm income, help farmers conserve land and water resources, provide credit to new or disadvantaged farmers and ranchers, and help farm operations recover from the effects of disaster.
6. The US Fish and Wildlife Service is responsible for migratory birds, endangered species, freshwater and anadromous fish, the National Wildlife Refuge System, wetlands, conserving habitat, and environmental contaminants.
7. The Bureau of Indian Affairs has a trust responsibility emanating from treaties and other agreements with federally recognized Indian tribes to enhance the quality of life, to promote economic opportunity, and to carry out the responsibility to protect and improve the trust assets of Indian tribes.
8. The Environmental protection Agency mission is to protect human health and to safeguard the natural environment. Their purpose is to ensure clean air, clean water, safe food, pollution prevention, and better waste management.
9. The Bureau of Reclamation manages water related resources west of the Mississippi River. Their mission is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.
10. The National Park Service promotes and regulates the use of the national parks, whose purpose is to conserve the scenery and the natural and historic objects and wild life therein, and provide for the enjoyment of the same in such a manner and by such means as will leave them unimpaired for the enjoyment of future generations.
11. The Department of Defense mission is to support the military readiness of the United States armed forces, improve the quality of life for military personnel, and comply with environmental laws to protect human health and the environment.
12. The US Geological Survey provides the Nation with reliable, impartial information to describe and understand the earth, to minimize loss of life and property, manage water, biological, energy, and mineral resources, enhance and protect the quality of life, and contribute to wise economic and physical development.
13. The Agricultural Research Service is the research arm of the United States Department of Agriculture. The Service provides access to agricultural information and develops new knowledge and technology needed to solve technical agricultural problems of broad scope and high national priority to ensure adequate availability of high quality, safe food, and a viable and competitive food and agricultural economy.
14. The Arizona State land Department is responsible for administering the use and management of Arizona's State Trust lands and for coordinating the Natural Resource Conservation District Program in Arizona.
15. The Arizona Game and Fish Department, acting pursuant to and under the authority of the Arizona Game and Fish Commission, is responsible for the use and management of Arizona's wildlife resources. The mission of the AGFD is to conserve, enhance, and

restore Arizona's diverse wildlife resources and habitats through aggressive protection and management programs, and to provide wildlife resources and safe water craft recreation for the enjoyment, appreciation, and use of present and future generations.

16. The Arizona Association of Conservation Districts represents the conservation districts in Arizona, which are legal subdivisions of State or Tribal government. Conservation districts provide locally led leadership and assist agencies in determining priorities for conservations work.
17. The Arizona Department of Environmental Quality mission is preserving, protection, and enhancing Arizona's environment, as well as safeguarding the pubic health. ADEQ is responsible for air quality, water quality, and waste management in Arizona.
18. The Arizona Department of Water Resources administers state water laws (except those related to water quality), explores methods of augmenting water supplies to meet future demands, and develops policies that promote conservation and equitable distribution of water. The Department also oversees the use of surface and ground water resources in Arizona. Other responsibilities include management of flood plains, and non-federal dams to reduce loss of life and damage to property.
19. The Arizona Department of Agriculture is responsible for controlling dangerous plant infestations, ensuring the quality of fish, fruits, and vegetables and for protecting Arizona's native plants. The Department is also responsible for protecting the public from contagious and infections diseases in animals. The Department enforces laws concerning the movement, sale, importation, transport, slaughter, and theft of livestock and administers feed, fertilizer, and pesticide registration, licensing, and compliance.
20. Arizona State Parks manages and conserves Arizona's natural, cultural, and recreational resources for the benefit of the people in Arizona's parks, and through cooperation with their partners.

C. Objectives

1. To recognize that the lands and natural resources administered by the participants of this agreement are part of larger ecosystems that cross administrative and ownership lines.
2. To recognize that effective management of Arizona's lands, natural resources, and ecosystems requires cooperation between many federal and state agencies, conservations districts, Native American Tribes, local governments, private land owners, and land users.
3. To acknowledge the significance of local objectives and resource concerns in the management and use of resources.
4. To promote coordinated resource management planning where land ownership, resource management responsibilities, and technical assistance responsibilities are intermingled or where coordination is essential to develop and implement a sound resource management plan.
5. To recognize that land owners, land users, or agencies are entitled to request that agencies work together on resource planning and management where land ownership, resource management responsibilities, and technical assistance responsibilities overlap.
6. To encourage coordinated collection and use of resource information and monitoring data for making scientifically based resource management decisions, and to promote complimentary policies, procedures, and methods where possible.
7. To insure that consultation between agencies and land owners occurs before decisions are made which may affect the use and management of other lands and resources.
8. To provide for a framework for communication and scheduling of coordinated resource management planning, implementation, and monitoring activities on a case-by-case basis, and for a periodic review of planning progress and updating of coordinated resource management plans to insure goals and objectives are being met.

D. Scope

1. This Memorandum of Understanding provides the mechanism for agencies, landowners, and land users in Arizona to develop coordinated resource management plans. It also provides the mechanism for resource management agencies in Arizona to work together, share resource information, and develop complementary policies, procedures, and methodologies where possible.
2. Coordinated resource management plans are developed on a case-by-case basis by appropriate members of local working groups, and are signed by the participants to document agreement on common goals and objectives for use and management of resources within a management unit. Coordinated resource management plans represent agreement on a plan of action to achieve common goals and objectives for a specific management unit, and agreement on methods that will be used to evaluate progress toward the goals and objectives.
3. Coordinated resource management plans do not hinder agencies, private land owners, or land users from making necessary decisions to protect the lands or resources they own or administer, or to comply with local state, or federal laws or agency policy. Rather, coordinated resource management plans constitute a mutual agreement on a plan of action, and a willingness of agencies to consult, whenever possible, with all involved participants before making decisions to insure that all resource and human concerns are adequately considered before decisions are made.

E. Coordinated Planning Groups

The following groups are established to implement coordinated resource management in Arizona:

1. Executive Group
 - a. The Executive Group is made up of the state or regional executives of the participating agencies to this agreement, who are responsible for administering the resource management activities for their agency in Arizona.
 - b. The Executive Group is responsible for insuring that cooperation among agencies and other groups exists for the benefit of Arizona's natural resources. They are responsible for directing personnel at all levels of the organizations to be knowledgeable of, and adhere to the purpose, objectives, and scope of this agreement. They will develop, review, and adopt uniform policy and procedures and supplemental agreements for coordination and cooperation in Arizona.
2. State Task Group
 - a. The State Task Group is an extension of the executive Group. Membership of the Task Group will include state or regional level resource specialists appointed by the Executive Group. The State Task Group will meet at least annually, and other times during the year as appropriate.
 - b. The purpose of the State Task Group is to assist the Executive Group in planning, implementation, and monitoring coordinated resource management program in Arizona; to exchange information on policies, programs, methodologies, and procedures, and issues, and to provide training, technical advice, and assistance to the field groups and special working groups.
 - c. This group will convey the status of statewide coordinated planning to the Executive Group. They will establish the work areas for each Field Group and maintain the current personnel lists for each Field Group. They will review local planning progress and assist in building goal oriented consensus, help establish priorities for planning, and provide assistance in conflict resolution.
 - d. The State Task group will identify and work on opportunities, issues, and problems in coordinated resource management planning and inter-agency training. They will also develop and maintain Arizona Coordinated resource Management Handbook and Guidelines, and exchange and distribute resource data mutually beneficial to each agency.

3. Field Groups
 - a. The Field groups are made up of field staff from appropriate agencies and conservation districts within a Field Group Area designed by the State Task Group. The agencies involved in each field group will vary, depending on the land ownership and administrative responsibilities within each Field Group Work Area. The Field Groups will normally only include those agencies who will be directly involved in prioritizing, developing, implementing, and/or monitoring coordinated resource management planning activities.
 - b. Field Groups will formally meet at least once each year to exchange information and update, prioritize, schedule, and assign agency roles for coordinated resource management activities.
 - c. The State Task Group will maintain a working list of management units with planned or existing coordinated resource management activities in each Field Group Area. At the annual meeting the Field groups will update the status of these management units, make additions or deletions to the list, and prioritize the workload as needed. Problems and areas of conflict should be brought up, discussed, and resolved by the group whenever possible. A member of the State Task Group will keep minutes of these meetings and provide copies to Field Group participants and to the executive Group.
4. Special Working Groups
 - a. The Executive Group may establish, and appoint representatives of their respective agencies to a Special Working Group. The Executive Group may invite other agencies, local governments, universities, publics, producer groups, or environmental organizations to participate in the Special Working Groups as appropriate.
 - b. The Special Working Group will address resource related issues and problems involving the need for a process of conflict resolution and public involvement at the field level which are beyond the traditional scope of the Field Groups. The executive Group may form a Special Working Group by its own actions, or at the request of anyone with valid issues or problems which are presented to the Executive Group.
 - c. The Special Working Group will define the issue or problem, establish operational guidelines, and develop a goal oriented process for addressing the issue of problem through the building of group consensus.
 - d. The Special Working Group may call upon the State Task Group for assistance as necessary and will keep the executive Group informed of progress and recommendations as they are developed.

F. Meetings

1. The State Task Group is responsible for scheduling, organizing, and facilitating the meetings of the Executive Group, the State Task Group, and the Field groups. The State Task group will designate one person to organize the time and location for each meeting, a member to send out notification of the meeting to all participants, a member to solicit agenda items, and develop the agenda for each meeting, a member to facilitate each meeting, and a member to keep and send out minutes following each meeting. The state Task Group will call special meetings when requested by any party to this agreement with 15 days notice.

G. Coordinated Resource Management Planning Procedure

1. A request for a coordinated resource management plan can be initiated at any time by a resource management agency, a conservation district, a private land owner, a Native American Tribe, a land user, or other appropriate party. The requests will be communicated to the appropriate members of the field group and arrangements will be made to hold an initial planning meeting. If a Field Group does not exist in the area, the State Task group will establish the group.

2. At the initial planning meeting the involved parties will make arrangements to organize and execute the planning and implementation process. The development and implementation of a coordinated resource management Plan normally includes the following steps:
 - a. Determine the area involved, agree on the lead agency, and identify all other parties that should be invited to participate on a case-by-case basis.
 - b. Develop time schedules and responsibilities for completion of inventory, plan development, and monitoring activities.
 - c. Conduct necessary resource inventories. Inventory and monitoring methods, proposed improvements and land treatment, and responsibilities for implementation, will be agreed upon during the coordinated planning process. Coordinated resource management planning is accomplished through a team approach, involving all appropriate agency representatives, land owners, and/or the land user.
 - d. Develop the coordinated resource management plan. Record inventory data, decisions, and other appropriate information on appropriate mosaics, maps, sketches, forms, or other documents. Responsibility for funding and the schedule of implementation, as appropriate, will be shown. It is recognized that the funding as recorded indicates intent, but performance depends on yearly finances of the responsible party.
 - e. All participants sign the coordinated resource management plan. Each group or agency will designate the appropriate representatives who will sign coordinated resource management plans. The signed plan represents a mutual agreement on the plan of action that will be taken for the management unit. A copy of the inventory data and coordinate resource management Plan will be provided to all participants involved.
 - f. Implement the coordinated resource management plan. All participants will normally agree to participate in planned monitoring to determine if the objectives of the coordinated resource management plan are being achieved. Management adjustments or changes should be base don monitoring data. Copies of all monitoring data will be provided to all participants.

H. Modification to this Agreement

1. This agreement can be modified in writing upon the consent of the parties at any time. It is re-negotiable at the discretion of any one of the parties.

I. Duration of this Agreement

1. The Executive Group will formally review this agreement five years after its execution, and each two years thereafter. The continued participation of any party to this agreement is subject to cancellation at any time, upon written notification.

J. Financing

1. This agreement is a Memorandum of Understanding of the parties responsible. Any work under this MOU and any amendment pursuant thereof will be regulated by the laws, policies, and funding provisions governing the activities of the parties.
2. Nothing herein shall be construed as obligating the parties to expend funds or be involved in any contract to other obligation for the future payment of money in excess of legal appropriations which are authorized and allocated for this planning and work.

K. General Policies and Requirements

1. Federal parties to this agreement, except those exempted agencies, are required by the policies of the National Environmental Policy Act (NEPA) to ensure that environmental impacts receive full consideration during the planning process. Procedures for environmental assessment and preparation of environmental documents required for compliance with NEPA, where applicable, have been developed by each agency.

2. Pursuant to A.R.S. Section 35-214, all parties shall retain all books, accounts, reports, files, and other records pertaining to this agreement for five (5) years after completion of a project and shall make them available to the State for inspection and audit at reasonable times.
3. This Agreement is subject to cancellation by the Governor of Arizona pursuant to A.R.S. Section 38-511, the provisions of which are incorporated herein.
4. All parties to this Agreement shall comply with State of Arizona Executive Order number 75-5 "Prohibition of discrimination in State contracts - Nondiscrimination in employment by government contractors and subcontractors," which is made a part of this Agreement.
5. The program conducted will be in compliance with the nondiscrimination provisions as contained in the Titles VI and VII of the Civil Rights Act of 1964, as amended, the Civil Rights Restoration Act of 1987 (Public Law 100-259) and other nondiscrimination statutes, namely, Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, the Age Discrimination Act of 1975, and in accordance with regulations of the Secretary of agriculture (7 CFR-15, Subparts A & B) which provide that no person in the United States shall, on the grounds of race, color, national origin, age, sex, religion, marital status, or handicap, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity, receiving federal financial assistance from the Department of Agriculture or any agency thereof.
6. To the extent permitted by federal law, parties shall use arbitration, after exhausting applicable administrative review, to solve disputes arising out of this Agreement, as required by A.R.S. Section 12-1518.

MEMORANDUM OF UNDERSTANDING FOR COORDINATED RESOURCE MANAGEMENT IN ARIZONA

APPROVED BY	TITLE	DATE
<i>Denise P. Meridith</i> FOR DENISE P. MERIDITH BUREAU OF LAND MANAGEMENT (BLM)	STATE DIRECTOR	12/8/97
<i>W. D. V. D.</i> FOREST SERVICE (USFS)	Acting (Resources) Deputy Regional Forester	3-31-98
<i>James A. Churston</i> COOPERATIVE EXTENSION (CE)	Director, Cooperative Extension	6-18-98
<i>Robert A. Picant</i> FARM SERVICE AGENCY (FSA)	State Executive Director	12/4/97
<i>Wayne Nordwall</i> BUREAU OF INDIAN AFFAIRS (BIA)	AREA DIRECTOR	4/13/98
<i>Michael J. Mansfield</i> NATURAL RESOURCES CONSERVATION SERVICE (NRCS)	STATE CONSERVATIONIST	11/21/97
<i>Alex Strauss</i> ENVIRONMENTAL PROTECTION AGENCY (EPA)	Acting Director, Wtr Div	23 June 98
<i>Dr. Geoffrey S. Harrell</i> FISH AND WILDLIFE SERVICE (USEWS)	Acting Regional Director	3/10/98
<i>Robert J. Jones</i> BUREAU OF RECLAMATION (BOR)	Regional Director	5/29/99
DEPARTMENT OF DEFENSE (DOD)		
<i>John G. ...</i> NATIONAL PARK SERVICE (NPS)	Regional Director	6/6/98
<i>Hub B. Melch</i> U.S. GEOLOGICAL SURVEY (USGS)	USGS Director Representative Authorized Departmental Officer	6/2/98 11/6/98
<i>Charles ...</i> AGRICULTURAL RESEARCH SERVICE (ARS)		
<i>Dennis Wells</i> ARIZONA STATE LAND DEPARTMENT (SLD)	State Land Commissioner	12/11/97
<i>Quane S. Shoup</i> ARIZONA GAME AND FISH DEPARTMENT (AGFD)	AZ Game & Fish Director	11/28/98
<i>David ...</i> ARIZONA ASSOCIATION OF CONSERVATION DISTRICTS (AACD)	Executive Director	11/28/97
<i>Kate P. Hanson</i> ARIZONA DEPARTMENT OF WATER RESOURCES (ADWR)	Director	6/10/98
<i>Russell ...</i> ARIZONA DEPARTMENT OF ENVIRONMENTAL QUALITY (ADEQ)	Director	11/12/98
<i>Sharon ...</i> ARIZONA DEPARTMENT OF AGRICULTURE (ADA)	DIRECTOR	12/24/97
<i>Charles R. Carter</i> for <i>Kevin ...</i> ARIZONA STATE PARKS (ASP)	EXECUTIVE DIRECTOR	12-22-97