

CRMP HANDBOOK

Introduction

Coordinated Resource Management and Planning (CRMP) is a resource planning, problem-solving and management process that allows for direct participation of everyone concerned with natural resource management in a given planning area. The concept underlying CRMP is that coordinating resource management strategies results in improved resource management and minimizes conflicts among land users, landowners, governmental agencies and interest groups. Using this approach, resource problems are addressed and solved much more effectively because they are based on resource boundaries and not constrained by individual, agency or political boundaries.

The CRMP process operates on the local level but can have broad influence. The philosophy behind CRMP is that those who live, work and recreate on a given piece of land are the people most interested in and capable of developing and implementing plans for its use. Face-to-face communication among all interested groups and individuals solves the inevitable conflicts that arise from the mixture of diverse interests and goals. Experience has shown that people with diverse viewpoints who voluntarily meet together as a planning team will find common ground as they interact with one another and have a chance to observe resource problems firsthand. Through discussion, landowners, users and resource managers learn to understand and respect each other's viewpoints. Although each member of the group may have different interest in the land, the CRMP process can help them realize they also have a common interest: the continued health and productivity of the land and its resources. The end result is constructive problem-solving through cooperative resource planning.

The CRMP process can be effective in practically any resource management situation; for example, to bridge gaps among government agencies, private landowners and other resource users. It is particularly appropriate for areas where local resource management issues involve lands under more than one ownership or jurisdiction and where there are existing or potential conflicts among land and resource uses. The process also works well to help sustain a healthy natural resource situation. Conservation is dynamic, and we always need to be working to improve resource conditions, including prevention of degradation, not just fixing problems after the fact. CRMP encourages sharing responsibilities and resources through cooperative implementation of projects. The CRMP process is often thought of as a way to resolve conflicts over land uses and management. However, its greater strength actually revolves around improving communication and coordinating management activities among diverse interests, even when there is no conflict.

The ultimate goal of CRMP is to protect, improve and maintain natural resources. The objective of each CRMP effort is to develop and carry forward a unified program of action for resource use and management that minimizes conflict. Actions should be consistent with land and water capabilities and supported by people whose interests are affected.

The local focus of the CRMP process makes community support essential. Community awareness of the constructive, problem-solving nature of the plan strengthens the commitment of those involved in the planning group to make the plan work. In addition, news of the successful implementation of the CRMP process in an area can stimulate surrounding areas to follow suit, reducing resource conflicts throughout a region.

This booklet is a guide to help the reader carry out a CRMP project.

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Important Elements of CRMP

Seldom are two CRMP efforts identical; and each project should be tailored for the specific situations. There are several key elements commonly found in successful CRMP efforts. These important elements include:

Authority

Participants have authority to speak for the interest each represents.

Communication

Face-to-face interaction, candid expression of ideas and active listening are emphasized.

Commitment

Commitment to carry out the action plan is increased by allowing each participant to give input and agree to the plan.

Compromise

Tradeoffs are recognized as necessary to reach consensus.

Consensus

Agreement by participants is the basis for decision making.

Consultation

The technical expertise of a variety of groups and individuals is taken advantage of.

Cooperation

Teamwork provides the best results.

Coordination

All major resources, resource uses and their interrelationships are considered and coordinated during the process.

Decisions

All participants have the opportunity to give input when making decisions.

Documentation

Written documentation of agreements and action items are necessary through all steps of the process.

Equality

All participants are considered as equals.

Follow-up

Monitoring, review and revision of the implementation plan for improvements are included as part of the plan.

Participation

All legitimate interests and ownership are included in the process from the beginning.

Rights

The rights and obligations of all participants are respected.

Trust

Trust and mutual respect are important byproducts.

Initiative

Strong and effective local leadership is important to solving local problems.

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The History of CRMP in California

The CRMP approach to land management and planning originated in the early 1950s. “Speed” Agee and Chet Cleary of the Soil Conservation Service, now the Natural Resources Conservation Service (NRCS), established a model program in northeast Nevada. E. William Anderson, also working for NRCS, pioneered a similar approach in Oregon. Coordinated management and planning efforts in California began in the early 1960s, mainly involving public land administrators, private landowners and public grazing land permittees.

Increasing demand for natural resources and their byproducts resulted in intensified conflicts between interests, groups and individuals. This is particularly true in the western U.S. where public land ownership and management is extensive and where logical resource management boundaries often include both public and private lands. This prompted an agreement between NRCS and the Bureau of Land Management (BLM) in 1971, sanctioning coordinated resource planning nationwide. Further governmental recognition of the utility of the CRMP process continued throughout the 1970s. By 1980, 11 state and federal agencies had signed a Memorandum of Understanding that outlined their authority to engage in and commit resources to CRMP.

Currently, there are 15 entities that have signed the Memorandum of Understanding:

California Association of Resource Conservation Districts	California Department of Conservation
California Department of Fish and Game	California Department of Food and Agriculture
California Department of Forestry and Fire Protection	California Department of Water Resources
California State Lands Commission	University of California Cooperative Extension
US Bureau of Land Management	US Bureau of Reclamation
US Environmental Protection Agency	US Fish and Wildlife Service
US Forest Service	US Natural Resources Conservation Service

These 15 agencies have organized a formal California CRMP support group with the Executive and Technical Advisory Councils. The Executive Council consists of the heads of the agencies listed above and functions to provide overall direction and support to CRMP in California. The Council meets annually to review progress, set policy and offer guidance to CRMP groups. The second arm is the Technical Advisory Council (TAC), consisting of representatives from the agencies listed above. TAC functions to promote the CRMP process, support selected plans, monitor process effectiveness, and identify and resolve field problems. TAC meets several times a year and encourages participation by individual CRMPs.

While the CRMP process is supported by a state CRMP group in California, the primary focus of all CRMP efforts remains at the local level. Local participation and control are what distinguish the CRMP process from other planning efforts and is the key to success. The California CRMP effort is dedicated to stimulating and facilitating this local action. Resolutions are reached at the local level and decisions are reached by consensus of the local participants. CRMP plans are implemented through appropriate agreements between participating individuals and agencies.

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How CRMP Works



The CRMP process is used to enhance resource management. The process is very flexible. The goals of the participants determine how simple or complex the process will be. The following step-by-step outline of the CRMP process represents a starting point and guide for groups. Many variations are successful, although most CRMP efforts include a majority of the steps outlined on the following pages.

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12 Steps to Success of a CRMP

Step 1. See the opportunity and get organized.

The CRMP process usually begins when an individual, group, organization or agency recognizes the need to address existing and potential resource management issue. Individuals and interest groups often present their problems to the local office of the Natural Resources Conservation Service (NRCS), University of California Extension or the Resource Conservation District (RCD). RCDs are a legal subdivision of state government with responsibility for planning, coordinating and executing conservation programs to help meet soil, water and related conservation needs on land within their boundaries. The NRCS, UC Extension and RCD offices have the connections and expertise to assist in organizing a CRMP effort for a local area. The Technical Advisory Council will assist in the planning process upon request.

Step 2. Define the planning area.

Once key resource management issues or objectives have been described, outline the land area that the CRMP planning effort will address. Ordinarily, boundaries are suggested by the types of resource issues, community interests and geographical considerations. Boundaries should be logical and recognizable. Watershed boundaries, vegetation or habitat boundaries and ridgelines are commonly used for this purpose. As a rule, the area should include all private and public lands necessary to obtain solutions to identified problems. CRMP efforts have been successful for areas less than 1,000 acres as well as greater than 1,000,000 acres. Project boundaries described at this time should be considered as fairly general. It is important for as many local participants as possible to help finalize boundaries.

Step 3. Define the planning group.

Identify all individuals, interest groups and agencies that could potentially be affected by any improvements to the resource issue. Invite them to participate in the planning effort. Include all landowners and managers within the planning area. These can be determined from County Assessor maps or by working with local Resource Conservation Districts or UC Cooperative Extension. Interest groups might include those involved in wildlife or

recreational activities within the planning area. If no local members are available, invite representatives living outside the area to join the group if they are familiar with the local issues. A complete group ensures a stronger plan that is less subject to future challenge. Local representatives of all levels of government should also be invited. People with expertise in particular resources to be considered may also be invited. However, participation is strictly voluntary, and success is still possible even if some affected parties choose not to participate.

Step 4. Gather information on the planning area.

Several weeks before the first meeting of the planning group, assemble information and circulate it among participants. The information can be as elaborate as a packet or as simple as a detailed agenda or fact sheet. One agency or group may volunteer to take the lead on preparing this information or providing logistical support for the meeting. Collect or create maps with enough detail to show important features. Other materials may include resource inventory data, soil surveys, hydrologic studies, environmental impact statements, local land use plans and aerial photographs. Rarely will all of these be available, but the CRMP process can proceed more efficiently if participants are familiar with the data that is available. Continue to collect additional information throughout the life of the plan. A field trip to the planning area can be helpful. Seeing the area, reviewing the data and talking to others face-to-face helps participants understand viewpoints that differ from their own.

Step 5. Call the first meeting of the planning group.

The first meeting of the CRMP planning group often occurs at a neutral location such as a community center. To reach all interested people in the community, send a news release (See [Appendix C.3](#) for a sample news release.) to the local media, distribute fliers or post them in public facilities and on bulletin boards. The first order of business: choose someone to run the meeting. A facilitator, who is trained in moderating meetings and keeping a group on task, may be useful to lead your process. The facilitator can conduct the planning sessions. Attributes of a good facilitator include professional competence in resource issues and the ability to work with people to achieve consensus. In particularly difficult situations, a facilitator with no perceived bias may be necessary, but usually the planning group can agree on a local facilitator who will remain impartial when running the meetings. (See [Appendix D.2](#) for a list of facilitators.)

Step 6. Identify the major resource issues and planning objectives.

The process of identifying the major issues and planning objectives may take more than one meeting. The time is well spent in gathering complete information and making sure all views are heard. At the meeting, in full view of all participants, make two lists on large sheets of paper: one listing the major resource management issues of concern, the

other the planning objectives of the CRMP effort. Using a brainstorming approach, each participant should ask, “What do I want or need from this effort?” Each person should then state every resource concern and objective that he or she thinks is important for the planning area. An objective should be quantifiable and put in a time frame. Write down every suggestion, no matter how simple, controversial or contradictory, in the order received.

Field trips should be part of the issue identification and solution process. Remind the group that this is not the final plan. The purpose is to make sure everyone feels included and that all ideas are presented and documented. The facilitator should make sure the participants state the problems and objectives as specifically as possible so the group does not become bogged down in generalities or details. A checklist of potential resource issues (See [Appendix A](#)) may be helpful to make sure the group considers all issues. The lists of problems and objectives will often be very similar because each participant’s goal will be to solve his or her perceived problems. Record the final list of prioritized issues and objectives in the draft CRMP planning document. Prioritization is important to ensure that limited resources are utilized wisely.

Step 7. Identify the actions proposed to accomplish each objective.

Propose specific actions to achieve each objective and list them, again in full view of everyone. Consider each objective separately, discuss potential actions for that objective, and reach a consensus decision on the proposed action. This is the heart of the CRMP process and may involve considerable time and discussion before reaching consensus. The group, early in its existence, should develop and document a common understanding of the level of consensus expected for making decisions within required time frames. There are several approaches to reaching decisions including total agreement, deferring issues, negotiation, arbitration, stepping aside, and various voting scenarios. You may combine any of these approaches. It is critical to establish the decision-making process early.

The facilitator should maintain the momentum of the decision-making process. If the group is not able to reach consensus on a difficult objective, the facilitator should move to postpone a decision on that issue and move on to the next objective. It is important to reach agreement on a few issues so the team will feel a sense of accomplishment. Revisit and discuss difficult problems at a later date. Experience has shown that as the team members develop trust in each other, consensus can be achieved on most issues.

Each decision should specify who must accomplish each action and when they will complete the action. The plan will work best if actions are carried out by people committed to achieving the objective. Record all decisions on actions for inclusion in the draft CRMP planning document. Remember that it is always wise to select some action items that can be accomplished quickly. Success builds upon success!

Step 8. Develop and review a draft CRMP plan.

The draft plan should include the key elements (See [Appendix B](#)):

- Name of the group, location, area involved (land ownership, including acreage);
- A brief description of the planning area;
- Resource uses in the planning area;
- A list of participants;
- A list of concerns;
- Other issues and opportunities;
- Objectives;
- Actions and implementation strategy; and
- Monitoring procedures.

The plan should include funding for preparation of detailed plans, environmental evaluation and implementation, along with a process for review and modification of the plan. Such costs should be shared. *Funding considerations, however, should not limit the identification of problems, issues or potential actions.*

After creating the draft, the planning group should review the plan. Recheck the list of issues, concerns and proposed solutions to ensure that each one has been addressed. State the actions and projects for the most critical needs in order of priority. Review the plan for inconsistencies and contradictions, and revise it as needed. When the planning group agrees that the plan is workable, the draft plan now becomes a functioning **Coordinated Resource Management Plan**.

Step 9: Seek funds to implement your plan.

Using the contacts made through the planning group, allocate resources, request grants or find creative funding to put your plan into action. (See [Appendix E](#).) Sharing of resources to accomplish the actions and projects works well when the results benefit the cooperating individuals and agencies. Planning of each activity is carried out by the assigned individual or agency, and is not the responsibility of the CRMP planning group.

Take every opportunity to promote the CRMP plan within the community and beyond. It is important to include promoting the plan as an action item in the plan.

Step 10. Sign the final document.

All members of the planning group should sign the last page of the plan to indicate their dedication to carrying out the CRMP plan. Signatories should have authority to sign for their organization. While the document is not legally binding, it constitutes strong commitment to both the plan and the group.

Step 11. Get out there and do it!

Isn't this the whole reason why you got involved in the first place? Plan on accomplishing some action items as early as possible.

Step 12. Monitor activities for success.

The planning group should plan to regroup at least once a year to monitor field activities. Evaluate the progress made toward achieving the objectives of the plan. Review, and if necessary, revise or update the plan to reflect changes that are required. Send local media news of your accomplishments to keep the community aware of the progress. Make sure that planned actions are being completed! The group may want to make adjustments in the priority list and project schedule if needed. Changes in land ownership or passage of new laws may require some modifications of the plan. (See [Appendix F](#) for tips for success.)

You have an opportunity to energize the people involved in the CRMP process and enhance community interest by having a “field day” or “demonstration day” when everyone is invited into the field to see the progress of the project. This offers an excellent opportunity for people to see first hand what is occurring and encourages face-to-face communication. Field days can occur at any time during the process, including during the phase of identifying issues, or later when improvements have been made.

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Appendix A

Potential Planning Considerations

Early in the CRMP process, it may be useful to have a reference list to help identify the resource issues involved. The following lists of Resource Issue Components are intended for use as an exploratory tool and not intended to restrict issues to those listed.

Resource Issue Components

- a. *Rangeland*: ecological and financial implications of livestock grazing; competition between livestock and wildlife; impacts to aquatic, riparian and upland habitats; predator and noxious weed control; maintenance of wild horse lands.
- b. *Agricultural Lands*: soil erosion; irrigation; drainage; use of chemicals and fertilizers; impacts to aquatic and riparian habitats; depredation by wildlife; noxious plant control.
- c. *Forest/Woodlands*: road construction; commodity extraction; recreational uses; esthetics; biological diversity; fire management; reforestation, soil erosion.
- d. *Riparian/Wetlands*: protection of limited streamside and marsh habitat; drainage or pollution of wetlands; human uses of floodplains and wetlands.
- e. *Estuary Areas*: protection of limited salt marsh and tidal zones; human uses of estuarine areas; pollution.
- f. *Streamflow/Lake Levels*: flooding; diversions; reservoir releases; drawdowns; human use issues; mining; river geomorphology; ground water pumping.
- g. *Water Quality*: stream temperatures; pollution; suspended sediment; nutrient loading; dissolved oxygen levels.
- h. *Air Quality*: construction; mining; burning; vehicle congestion; spraying and industrial outputs.
- i. *Biological Diversity*: ecosystem management; vegetative succession; variable species composition; habitat maintenance.
- j. *Biological Populations*: natural and/or introduced species; hunting and fishing regulations; economics and conflicts between wildlife and human uses.
- k. *Threatened and Endangered Species*: compliance with federal and state protective regulations; habitat conservation plans; species recovery plans; constraints on human activities.

1. *Cultural Resources*: preservation and/or documentation of archeological and historical artifacts; limitations on human activities; lack of knowledge of local cultures.

Resource Management Activities

- A. *Watersheds*: commodity extraction; fire suppression; fuels reduction; recreational uses and development; livestock grazing; road construction; communication corridors; restoration; enhancement.
 - B. *Consumptive Uses*: extraction of minerals; timber; livestock forage; hunting and fishing; other forest or rangeland products; usually impact ecologic resources.
 - C. *Non-consumptive Uses*: hiking; camping; photography; fish and wildlife watching; scenic appreciation; sometimes impact ecological resources.
 - D. *Recreation*: both consumptive and non-consumptive uses; compatibility with the quantity and quality of resource elements; balancing ecological values with social and economical desires; limitations on human activities.
 - E. *Restoration*: repairing damages to resource elements; soil stabilization; vegetative plantings; fish and wildlife habitat improvement; removing roads; fuels reduction.
 - F. *Enhancement*: application of restoration-like approaches intended to increase ecological productivity of resource elements currently not functioning at full potential.
 - G. *Laws and Regulations*: applicable local, state, and federal requirements should be identified and understood early in the CRMP process. Where appropriate, agency representatives should be consulted. In some cases, consideration of seeking legal and/or regulatory changes may be opportune.
 - H. *Coordination*: identification and involvement of entities key to resolving issues should be accomplished early in the CRMP process. Contacts may include landowners, government agencies, elected officials, user groups, Indian tribes and other potentially interested parties. Opportunity to participate in the process should be made available to all interested persons.
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Appendix B

There are a wide variety of ways to produce the written document describing the CRMP process and projects to be completed by your group.

As stated earlier, the written plan can range from a few pages to many. It should be expected to remain as a living document that can be reviewed, revised or modified as projects are implemented or due to the passage of time.

Click to the [following pages](#) to include a planning outline that may be printed and used as the format for your plan. It may also be expanded or adjusted in any way that your group feels is needed to precisely describe your plan.

The CRMP office requests that you send a copy of your plan to us, along with the CRMP Contact and Inventory Information (see [Appendix G](#)) if you would like your information included in the inventory of groups using the CRMP process for resource activities throughout the state.

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Appendix B

CRMP Planning Outline

Name of Plan: _____ **Date of Adoption:** _____

Location of Planning Area: _____

County: _____ **Conservation District:** _____

Plan Participants: _____

Acerage/Ownership

Private:

Acres _____

Acres _____

Acres _____

Acres _____

Public:

Acres _____

Acres _____

Acres _____

Acres _____

Total Acres: _____

Brief Description of Planning Area:

Major Resource Uses in Planning Area:

(See [Appendix A](#))

List of Problems/Issues

(Use Continuation Sheets as Needed):

List of Management Objectives:

(For each Management Objective, you will be filling out a [Management Objective Worksheet](#).)

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Appendix B

CRMP Management Objective Worksheet

Fill out one worksheet for each objective that has been listed.

Management Objective:

Actions Proposed to Achieve This Objective:

(For each action, fill out an [Action Worksheet](#).)

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

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Appendix B

CRMP Action Worksheet

Fill out one Action Worksheet for each proposed action.

Action:

Who needs to do what and when?

Who	What	When	How Long

Benefits:

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Appendix C

Group Effectiveness

Evaluate your group's effectiveness and diagnose any problems using the following checklist:

- Are the goals clear and understandable to the members?
 - Are the goals perceived by the members as meaningful, relevant and realistic?
 - Are the members helped to resolve concerns about their roles? (What is expected of them? How much responsibility do they have?)
 - Does the group have appropriate resources for dealing effectively with tasks? (member knowledge, background material, access to outside resources)
 - Are basic issues discussed openly and directly or is the conversation guarded and "safe"?
 - Do members communicate effectively? Do they listen with the goal of understanding? Do they test their understanding by rephrasing?
 - Is there dysfunctional competition for leadership and dominance?
 - Does the group have effective decision-making mechanisms and has it agreed upon them? (consensus, voting, etc.)
 - Is the interaction evaluative and judgmental, or is it oriented toward objective data-gathering and problem solving?
 - Are conflict and disagreement confronted openly and worked through, or evaded?
 - Is there adequate opportunity for individual members to meet some of their own needs? (recognition, belonging, status, appreciation)
 - Are there "hidden agenda" items which are detracting from the group's effectiveness? (unspoken personal concerns, conflicting purposes, outside interests, animosities)
 - Does the group spend part of its time focusing on its own process as well as the assigned task? (how is it working, are there problems in how the process functions)
 - How would you describe the climate? (cold/friendly, supportive/antagonistic, relaxed/tense)
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*Appendix C**Is It Time to Call a Meeting?*

No, if you need to . . .

- organize large amounts of data
- write a report
- communicate large amounts of information that might better be read
- communicate on small issues that might better be handled by phone or note

Yes, if you need to . . .

- communicate critical information
- surface problems and issues
- exchange points of view
- gather information
- generate lots of ideas
- evaluate alternatives
- make decisions that are well-supported
- develop plans
- enhance team spirit and cooperation

So it is time to have a meeting.

Here are some tips to help the meeting go well:

Start on time, no matter what. If you can do something in your introduction that latecomers will be sorry they missed, all the better.

Be enthusiastic. It's contagious. If you seem excited about accomplishing your goals, others will be too. Conversely, if you take a lackluster approach, others will follow suit.

Use body language that shows you know what you're doing. Sit tall. Look at people directly.

Speak with authority. If you are prepared and know your stuff, you've got it made.

Don't pontificate. Keep the meeting moving with questions, discussions, probes. Keep it on track.

Avoid the seven deadly sins of meeting leaders: resenting questions, monopolizing the meeting, playing comic, chastising someone in public, permitting interruptions, losing control, coming unprepared.

Orchestrate and pace the meeting with an agenda. Call on upbeat people, avoid lulls, keep participants focused on the goal, invite all to give input.

Don't send a full agenda, just a brief version in the meeting invitation. Participants without an agenda in hand tend to listen more and to focus on the content and the leader. You avoid the, "Oh no, look how much we still have to plow through," feeling and heighten interest.

Be diplomatic and considerate. Listen.

Use humor (not jokes) that comes naturally from the exchange.

Praise people. Thank them for coming. Let them know you appreciate that they care about the issue.

Adapted from Elayne Snyder's *The Art of Running a Meeting*, California Department of Fish and Game.

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Appendix C

Sample News Release

News Release

For Immediate Release

Date: 00 January 2001

Contact: Ima Resource

Phone: 123-4567

Join IMP CRMP for a Public Meeting

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

The IMP Coordinated Resource Management and Planning group invites the public in the IMP area to a meeting at the XYZ Community Center on Friday, 00 February 2001 from 7:00 p.m. to 9:00 p.m. to discuss (give brief detail).

(The second paragraph gives a bit more detail about the goal of the meeting and mention of who should attend and why.)

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 IMP watershed and would like to get involved in improving this natural resource. The meeting will be of interest to people with homes along IMP creek.

(Note any additional, or less important, information in the final paragraph.)

For more information, please call Ima Resource at 123-4567.

CRMP HANDBOOK*Appendix C**Your First CRMP Meeting Checklist*

- Collect existing data and information about your proposed planning area. Watersheds are popular boundaries for CRMPs, but a planning area can be as large or small as you like and may not conform to watershed boundaries. Planning areas can take in more than one county and extend over several watersheds or other geographical boundaries.
 - Assemble a planning committee for the meeting.
 - Develop a mailing list.
 - Identify your members as a start. Send letters to all agencies, interest groups and community organizations, units of government, etc., and ask for an official contact person who can be invited to the meeting. Keep an open door policy.
 - Set the time and date for the meeting. Find a location which will accommodate the size of the expected group.
 - Develop a meeting agenda.
 - Make arrangements for a meeting facilitator. (See [Appendix D](#).)
 - Identify someone to chair the meeting.
 - Create a flier that can be posted in public places within the planning area. Involve the local media by sending a news release with meeting information. Include radio, newspapers, local television, community newsletters.
 - Send a letter or announcement of the first meeting four weeks in advance.
 - Be prepared for audio-visual needs by having flip charts, overhead projectors, large felt markers, sign in sheet for attendees.
 - Assemble handouts for meeting.
 - Include information about the various groups already involved in the planning meeting, information about CRMP, etc. Gather all the information you can get your hands on. Previous studies, reports, research, etc. Ask others for information they may have. It is not necessary to include multiple copies of everything, but it is worthwhile to come to the meeting prepared to refer to historical information.
 - Plan to have a recorder for the meeting to follow conversation. If this is not available, someone should be appointed to take complete and accurate notes.
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Appendix D

Facilitation: The Art of Making Things Happen Easily

An effective facilitator:

- gets agreement on desired outcomes/agenda
- suggests ways to proceed and checks for agreement, as a process advocate
- makes sure everyone has a chance to participate
- keeps discussions and interactions orderly and on track
- ensures that time is monitored and information is recorded
- listens and observes
- defends others from personal attack
- remains neutral and does not contribute content ideas or evaluate group members' ideas
- knows when and how to get others to perform the facilitating and recording functions
- balances process and content focus
- creates a safe working environment in which members can contribute their thoughts and ideas.

Facilitation is creating a safe environment by:

- enabling people to communicate and fully contribute their thoughts and ideas
- listening
- being patient
- focusing on the group's process
- getting agreements on process
- remaining neutral on content issues
- preventing personal confrontations.

Facilitation is not creating an unsafe environment by:

- interrupting
- being impatient
- completing people's sentences for them
- attacking those who disagree
- sending negative, verbal or nonverbal, messages.

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*Appendix D**List of Facilitators*

Listed here are individuals and organizations in California with experience facilitating or mediating natural resource management or environmental policy issues. Please call the contact person to discuss any costs and other details. This is not a complete list. If you have recommended additions or changes, please contact the California CRMP office at (916) 447-7237.

ARS AgResource Solutions	Dan Macon (916) 652-2049 2660 Taylor Road, Penryn CA 95663-9609
Common Ground: The Center for Cooperative Solutions	Beth Greenwood, Director; (916) 757-8569 University Extension, University of California, Davis CA 95616
Center for the Resolution of Environmental Disputes	Betsy Watson, Acting Director; (707) 826-5421 Humboldt State University, Arcata CA 95521
California Environmental Trust	Joseph E. Bodovitz, President; (415) 543-1855 Hearst Building, Room 612, 5 Third Street, San Francisco CA 94103
Environmental Consensus	Paul Schwarz (707) 579-0270 P.O. Box 14334, Santa Rosa, CA 95402
Public Policy Workshop	Jim Reedy, Chair; Tim Wallace, Vice Chair; (415) 899-8620 UC Cooperative Extension, 1682 Novato Blvd., Suite 150-B, Novato CA 94947
The Grove Consultants International	David Sibbet, (415) 882-7760

	832 Folsom St., Suite 810, San Francisco CA 94107</TD
California Center for Public Dispute Resolution	Susan Sherry, Executive Director; (916) 649-8008 CSU, Sacramento, 980 Ninth St., Suite 300, Sacramento CA 95814 </TD
The Mediation Institute	Alana Knaster, President; (818) 702-9526 22231 Mulholland Hwy, Suite 207A, Woodland Hills CA 91364</TD
Geoff Ball & Associates	Geoff Ball, President; (415) 424-8808 991 Commercial St., Suite 4, Palo Alto CA 94303</TD
Interaction Associates	(415) 777-4138 185 Berry St., Suite 150, San Francisco CA 94107</TD
Concur/Berkeley	Scott McCreary; (510) 649-8008 1832 Second St., Berkeley CA 94710</TD
Net Gain	Nancy Reichard; (707) 822-5965 PO Box 4963, Arcata CA 95518</TD
Sommarstrom & Associates	Sari Sommarstrom; (916) 467-5783 PO Box 719, Etna CA 96027</TD
AGvocate	Glenda Humiston, Senior Partner, (707) 869-9003 PO Box 158, Rio Nido CA 95471</TD

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Appendix E

Funding Your CRMP Projects

There are a variety of ways to find funding to support your Coordinated Resource Management and Planning projects. Here are a few ideas to get you started:

Grants

- hire a grant writer
- volunteer to write grants
- ask members of the group for contributions
- develop a strong track record
- find a sponsor
- involve a grant resource representative in the CRMP effort
- highlight your identity as a CRMP

Network in the Community

- hold fund raisers
- ask for contributions
- find in-kind services (labor, equipment, staff time, etc.)
- look for special assessments

The Role of Resource Conservation Districts and/or UC Cooperative Extension

- initial coordination
- in-kind services (use of office, etc.)
- custodian of grant funds
- sponsor of grants
- technical advice
- access to mailing lists and landowner contacts
- outreach/publicity/information/education

CRMP HANDBOOK

Appendix F

Say “Yes!” to Success

Whether or not your CRMP efforts are successful requires that you look beyond the activities in the field. It is important that projects are completed, and done correctly.

Here are a few other areas that define success:

- yes Have you changed people’s thinking?
- yes Are you meeting the needs of the community?
- yes Does the phone ring? Are people showing more interest in what you are doing?
- yes Does the media contact you, attend your meetings, tours, field days and events?
- yes Have you made new friends in the field?
- yes Are you on a first name basis with your local leaders and politicians?
- yes Are you or members of your group being asked to participate in other important community functions, committees or regional efforts?
- yes Have your demonstrations and efforts been institutionalized?

8 yes answers: Success with a capitol S!

6 yes answers: Great job.

4 yes answers: You’re moving in the right direction.

2 yes answers: Keep trying to incorporate key elements of success.

CRMP HANDBOOK

Appendix F

Key Elements for a Successful CRMP Process

Many groups ask what they can do to build a strong Coordinated Resource Management and Planning process. The Technical Advisory Council have listed key elements for CRMPs which help solidify the process. Not all groups include all of the elements, nor are they all required for a CRMP to achieve success. However, history has shown that it is worth the time for each group to examine how they might work each applicable element into their plan for a stronger, more successful project.

- Participants of the CRMP include two or more actively involved signatories to the CRMP Memorandum of Understanding.
- Participants include representatives of the major stakeholders representing diverse interests, unless the missing entities have chosen to not be involved.
- The project involves multiple resources, multiple purpose management or involves a large number of stakeholders.
- The project is resource-related and works to physically improve California's natural resources.
- There is written documentation of issues, objectives and participants.

CRMP HANDBOOK

Appendix G

Request for Information

Please print and mail this completed request for information to the California CRMP office at 801 K Street, Suite 1318, Sacramento CA 95814, or send it via fax to (916) 447-2532. You will be contacted by the CRMP Coordinator for further details. If you would like to call, the number is (916) 447-7237.

- I/We would like to be added to the California CRMP mailing list.

Name: _____

Address: _____

City, State, Zip: _____

Phone: (____) _____

Fax: (____) _____

E-Mail: _____

- I/We would like to start a CRMP and need further information.
 - I/We would like to have a visit from the CRMP Technical Advisory Council.
 - Attached is information about our CRMP activities for possible inclusion in the CRMP newsletter.
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