

Chapter 7

IMPLEMENTATION, REVIEW, AND REVISION

Element 6 requires that the CWCS describe periodic review procedures at intervals not to exceed ten years. **Element 7** requires plans for coordinating CWCS development, implementation, review and revision with federal, state, and local agencies and Indian tribes that manage significant land and water areas or administer programs that affect the conservation of SGCN or their habitats. **Element 8** affirms that broad public participation is an essential element of developing and implementing the CWCS. This chapter addresses future compliance with these requirements. We also describe herein our planned strategic approach to integrating monitoring and adaptive management into our implementation, review and revision processes (**Element 5**).

IMPLEMENTATION

The CWCS development process has provided a strategic level of planning that has identified numerous prioritized conservation actions and many research, survey, and monitoring needs (See Chapters 4,5, and 6). To facilitate implementation, this broad array of strategic intentions will be further narrowed through an executive staff process to comprise a wildlife action plan focused upon near-term conservation priorities.

NMDGF will next employ an operational planning process by which to propose, select, schedule, design, staff, and budget the site or area-specific projects through which these strategic conservation priorities will be implemented (Fig. 7-1). A standardized project proposal format will be employed such that all projects will include performance measures and targets pertaining to SGCN, their habitats, or desired new information (in the case of research, survey, or monitoring projects) as well as mechanisms by which to monitor progress and evaluate project effectiveness. Project implementation, reporting, and evaluation will occur in accordance with a prescribed schedule and, where found necessary, component actions will be modified to improve their effectiveness. The operational planning process will include appropriate coordination with local, state, and federal government agencies and tribes and afford these entities, NGOs and interested publics opportunities to influence and participate in project design and implementation. NMDGF will encourage partnering and cost sharing with these interests and, where necessary, engage and oversee contractors to implement some projects. We will strive to integrate, to the extent practical, with action planning associated with Forest Management Plans of the USFS, Resource Management Plans of the BLM, Integrated Natural Resource Management Plans of the DoD, and land use allocation by the State Land Office; a collective endeavor that addresses habitat and wildlife resources on about 46% of New Mexico's land surface. Formal agency and tribal coordination and public involvement approaches for implementation will follow the processes described below under Review and Revision. We will keep all interests aware of implementation progress through periodic announcements and events, including an annual CWCS for New Mexico Progress Report.

The operational planning process will include appropriate coordination with local, state, and federal government agencies, tribes and NGOs. These entities will be given opportunities to influence and participate in project design and implementation.

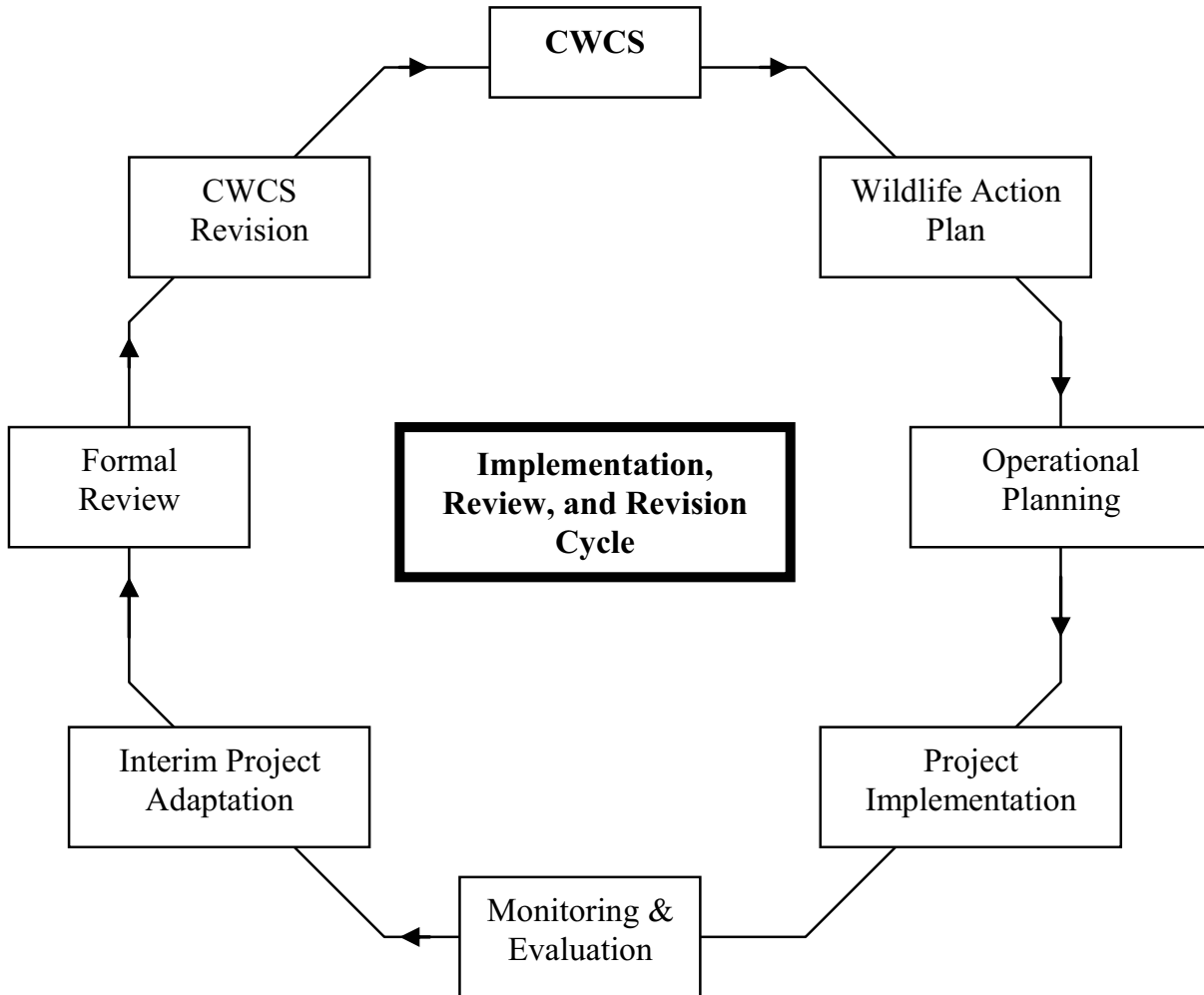


Figure 7-1. New Mexico's CWCS Implementation, Review, and Revision Cycle.

REVIEW AND REVISION

The CWCS is intended to be responsive to changing conditions and new information and will occasionally and appropriately be amended in accordance with the principles of adaptive management and in collaboration with partners and interested publics. Implementation projects containing actions that have been found to be ineffective will be similarly modified on an as-needed basis. In addition to such interim amendments, NMDGF will conduct a formal review and revision process during year seven of the first CWCS implementation cycle and year five in cycles thereafter (Fig. 7-1), to openly and collaboratively:

- Assess progress toward desired outcomes.
- Evaluate effectiveness of conservation actions.

- Assess CWCS currency with respect to new information or changing circumstances.
- Identify needs for revision in next CWCS iteration.
- Revise the CWCS.

Agency Coordination and Public Involvement

NMDGF directly controls only 166,000 acres of the 55% of New Mexico's land area under federal, state, and tribal jurisdiction. The ability to substantially affect a significant proportion of key habitats and associated SGCN will therefore depend upon close collaboration with federal, state, and tribal governments. To facilitate future coordination, review, and revision of the CWCS, NMDGF will request that each federal, state, or local agency identify a designated contact person who can help plan and facilitate communication with appropriate agency program personnel at multiple staff levels within each agency. This effort will be the joint responsibility of the Planner in the Director's office and the Chief of the Public Information and Outreach Division. For tribal coordination, NMDGF will follow the Governor's established protocol (Executive Order No. 2005-004) for government-to-government relationships between the tribes and the state that recognizes both the sovereignty of tribal governments and the state citizenship of tribal members. Accordingly, tribal leaders will be notified in writing of opportunities for participation in the implementation, review or revision of the CWCS and invited to designate appropriate persons to represent them in consultation and collaboration. Through this process NMDGF will coordinate with federal, state, local and tribal governments (Appendix R) to review and revise the CWCS as well as design, implement, and fund monitoring, survey, research, and other projects that are consistent with our respective conservation interests.

Approximately 45% of New Mexico lands are under private management and many private entities also have economic and recreational interests in the use of state and federal lands. The inter-related challenges of maintaining a healthy economy, accommodating growth, and conserving the state's biodiversity can only be overcome through the awareness and support of a broad spectrum of decision makers and publics. NMDGF will therefore broadly publicize its intent to review and revise the CWCS early in the decision-making process so that interested and affected parties may be well aware of the consideration, express their views, exchange information, and otherwise influence decisions (Appendix R).

Effective agency coordination or public participation and the avoidance of conflict require that all parties possess a clear understanding of the sequence and timing of the decision-making process and make relevant contributions at appropriate stages. Therefore, in planning both agency coordination and public involvement NMDGF will:

1. Establish a clear decision-making process for the CWCS implementation, review or revision event under consideration.
2. Designate stages within the decision-making process warranting inter-agency coordination or public involvement.

3. For each stage so designated, specify the objectives for involving agencies or publics and identify the information exchange required to attain coordination or involvement objectives.
4. Identify agencies and publics that are affected by or who might otherwise inform or collaborate in the decision-making process.
5. Identify special considerations that may influence the process through which the information exchange might best be accomplished and design and implement appropriate techniques or events.

MONITORING AND ADAPTIVE MANAGEMENT IN IMPLEMENTATION, REVIEW AND REVISION PROCESSES

To support and inform its implementation, review and revision processes, as well as interim decision making, the Department will adopt a philosophy of adaptive management in which monitoring and evaluation are employed to measure progress toward stated biological outcomes, to become aware of and adapt to changing information or conditions, and to inform necessary revisions of any conservation actions shown to be ineffective. To facilitate this process of managing for results (IAFWA, 2003) we will:

- Adopt a glossary of managing for results terminology (inputs, outcomes, performance measures, targets, etc.) consistent with that of New Mexico's performance based budgeting system.
- Establish performance measures and targets appropriate to the geographic scale upon which our conservation actions and selected projects are based and against which progress with respect to conserving SGCN and key habitats and the effectiveness of conservation actions can be evaluated.
- Include within all projects, mechanisms to monitor short-term results of component actions and evaluate progress toward intended project outcomes in terms of the status of SGCN and the condition of key habitats. Where appropriate, such evaluation mechanisms will make use of monitoring initiatives already in place and opportunities for mutually beneficial partnering.
- Include within all projects an implementation, evaluation, and semi-annual reporting schedule to prevent organizational drift due to attrition or preoccupation with current issues and to assure that timely adaptive management decisions are made.
- Appoint a team of program supervisors to annually review project implementation and evaluation reports, determine whether implementation schedules and performance targets are being met, and consider any new project-relevant information regarding the status and trends of SGCN and key habitats.
- Adapt conservation actions as necessary to overcome ineffectiveness, accommodate new information or changing conditions, and attain performance targets.
- Build upon potentially relevant monitoring activities currently conducted by federal, state, or local agencies, tribes, universities, non-government organizations, or individuals by partnering in a collaborative interagency monitoring project to track trends in the status of SGCN and the condition of their habitats. The project will inventory ongoing monitoring initiatives, build compatible, consistent, and coordinated monitoring protocols that will be useful at a range of scales and for multiple purposes, and develop and conduct joint complementary monitoring operations. Examples of potentially relevant monitoring initiatives and protocols are provided in Chapter 6.

- Partner with the Center for Applied Spatial Ecology, New Mexico Cooperative Fish and Wildlife Research Unit, NMSU, to maintain a dynamic database to collect, store, manage, and report monitoring data at a scale appropriate to that of our performance measures and targets and to facilitate communication across other agencies' information systems. The database will link project performance targets to conservation actions and key habitats to facilitate reporting and evaluation in an appropriate spatial context.
- Integrate, where possible, with existing internal or external data management efforts to facilitate local, regional, and national assessments and seek opportunities for partnerships and cost sharing in database development and maintenance.
- Establish the CWCS-specific infrastructure, oversight, roles, and responsibilities necessary to coordinate implementation, monitoring, review and revision processes internally and externally.