

# Institutional Barriers to AM in the Missouri River Recovery Program

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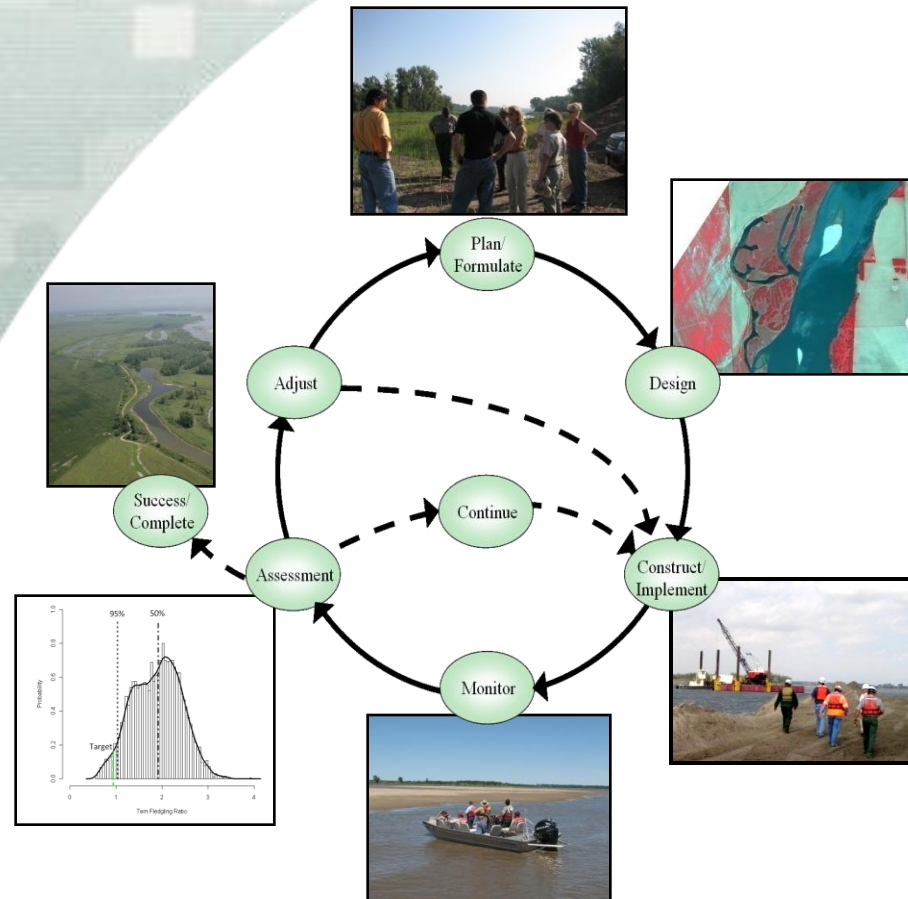
Integrated Science Program

Omaha District

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US Army Corps of Engineers  
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# Missouri River Recovery Program

Background

Restructuring

Internal and External Communication

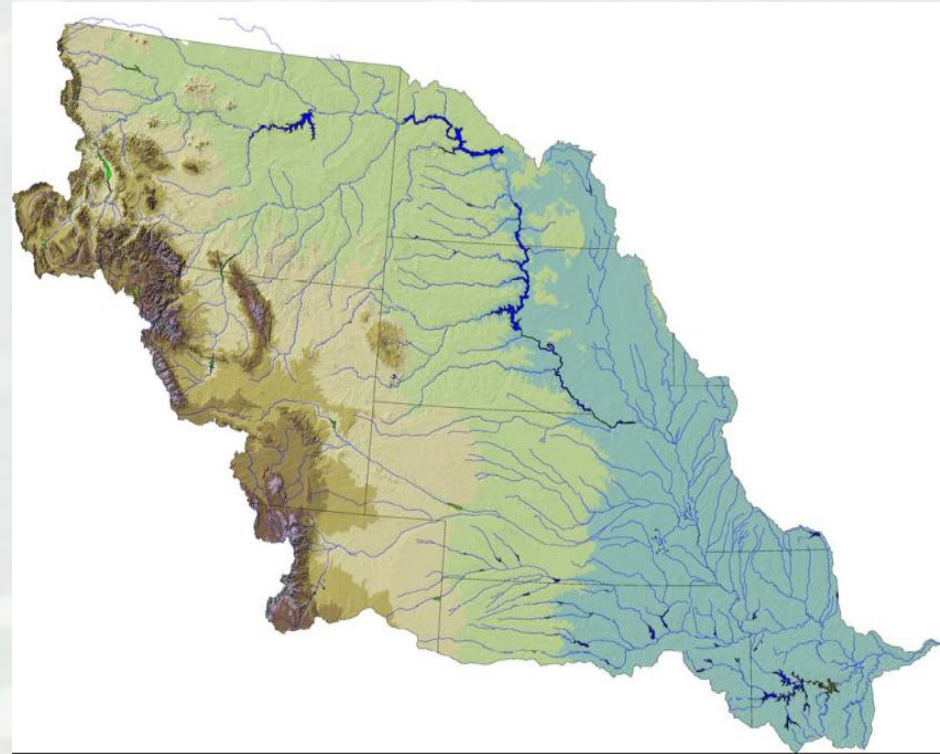
Stakeholders and Collaboration



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# Missouri River Recovery Program

- Began with Biological Opinion
- MRRP created in 2006
- 2 Districts, Matrixed



# The Mission

Implement actions to accomplish Missouri River ecosystem recovery goals in coordination and collaboration with agency partners and stakeholders.

*“There are not many rivers, one for each of us, but only this one river, and if we all want to stay here, in some kind of relation to the river, then we have to learn, somehow, to live together.”*

*Daniel Kemmis*

*Community and the Politics of Place, 1990.*

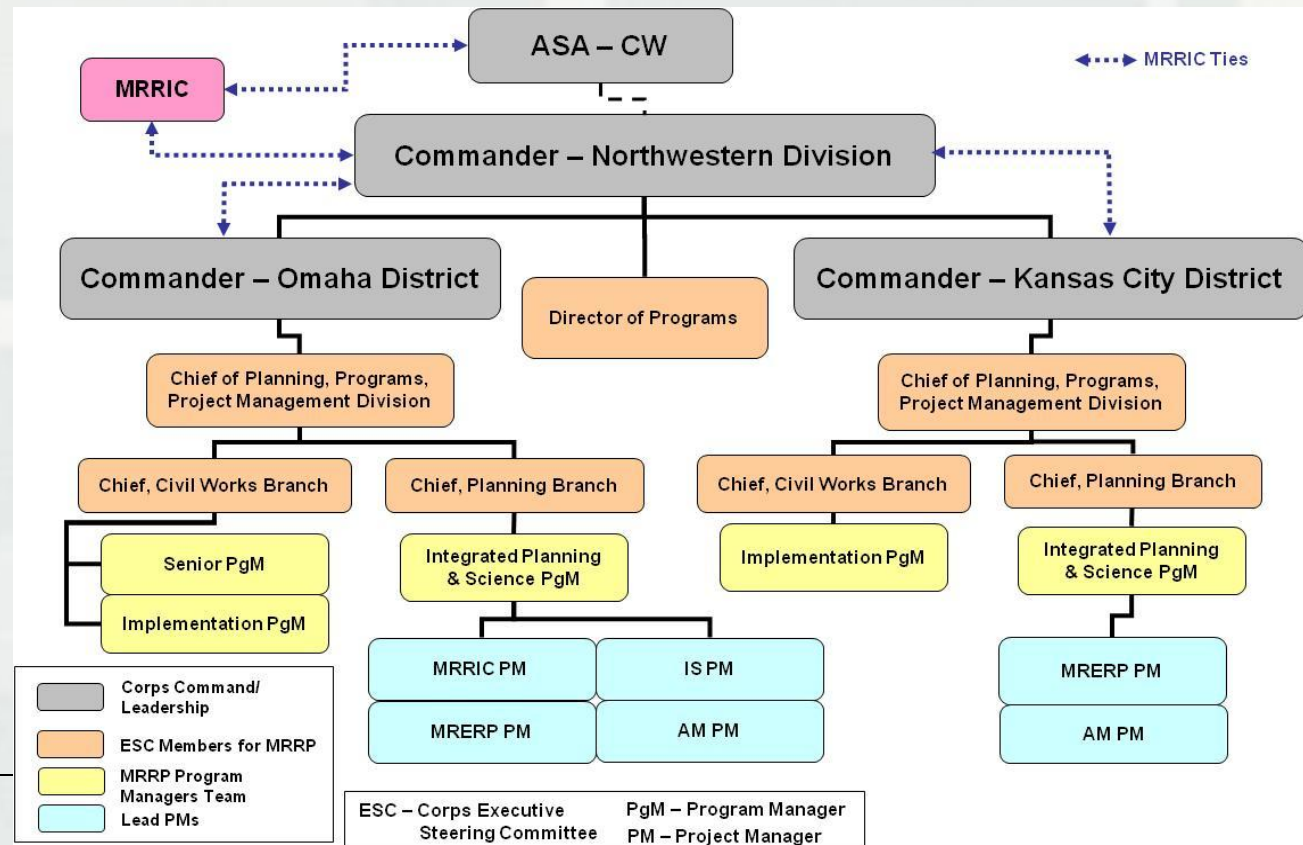




# Missouri River Recovery Program

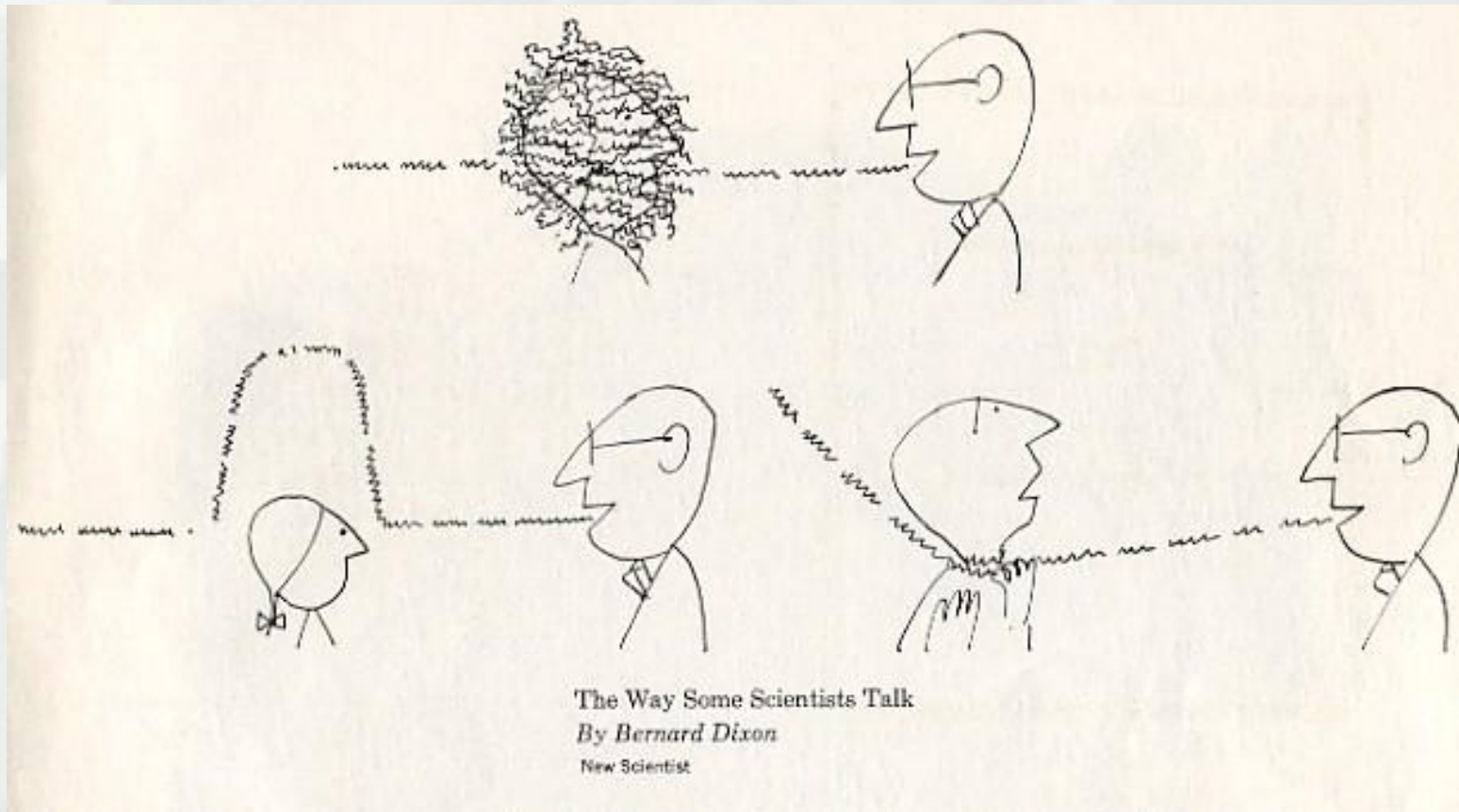
- Appropriate structuring

- Organization structure; getting AM scoped right and connected to management at the correct level



# Missouri River Recovery Program

- Internal Communication
  - ▶ Institutional culture- how we work inside



# Missouri River Recovery Program

- Management and nurturing of Champions



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# Missouri River Recovery Program

- Governance – partners and structure
  - ▶ Working together is hard
    - Difficult to derive appropriate process
    - Engagement
    - Funding
    - Structure
- Our level of cooperation different at each decision level
  - ▶ Timeliness of information to the decision process at multiple levels.





# Missouri River Recovery Program

- Human Dimensions- stakeholders and collaboration



# Missouri River Recovery Program

- Uncertainty- how we address things we do not know
  - ▶ Embracing uncertainty
    - Safe to fail difficult to embrace
    - Hard to engage in more than one direction on a particular problem at the same time.



# Missouri River Recovery Program

- Decision-making- competing objectives
  - ▶ Annual process not friendly to assessment schedule
  - ▶ Synthesis of complex ecosystem trade-offs
  - ▶ Trade-offs difficult in consultation process
- ▶ Decision-makers at many levels- all need best information available.
- ▶ Time needed to meet the needs of large collaborative process not easy to meet.



# Missouri River Recovery Program

It is not the critic who counts.... The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs and comes short again and again, because there is no effort without err and shortcoming.

-- Theodore Roosevelt



# Contact Us

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