

**Report to Participants in the Workshops
To Initiate a Collaborative Planning Process for the Wyoming
State Grizzly Bear Management Plan**

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Information about the Midcontinent Ecological Science Center, Social, Economic, and Institutional Analysis Section, and Legal-Institutional Analysis Model may be found on the World Wide Web at: <http://www.mesc.usgs.gov/seias>. This report may also be accessed on that website. This report has been submitted to the Wyoming Game and Fish Department (WGFD). It should be considered a draft report until released by the WGFD. The views and findings expressed in this paper are those of the authors, and do not necessarily reflect the views and policies of the WGFD, Department of the Interior or U.S. Geological Survey.

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Executive Summary

The Wyoming Game and Fish Department (WGFD) is faced with a knotty problem: how to manage grizzly bears in many parts of the state after they are delisted as an endangered species. There are many facets to this problem. However, the question of how to conduct the grizzly bear management planning process was posed to a group of researchers in the Social, Economic, and Institutional Analysis Section of the U.S. Geological Survey. The researchers served as facilitators for two-day workshops held in Powell and Riverton, Wyoming. The workshops were attended by representatives of federal, state and local agencies, as well as other organizations and private citizens interested in grizzly bear management. The purpose of the workshops was to explore the process for designing the State's plan and to recommend the essential elements of that process to WGFD. The Legal-Institutional Analysis Model (LIAM) was used to allow workshop participants to understand the likely roles, process preferences, and power attributes of stakeholders in the management planning process.

During the workshops participants brainstormed the issues and stakeholders that would be involved in designing a state grizzly bear management plan. Thirty-nine issues were listed in Powell and 38 in Riverton. Seventy-seven stakeholders were named at the Powell workshop and 79 at the Riverton workshop. Participants were briefed on the theory of the LIAM and taught to run the model. Afterwards, they analyzed the stakeholders they had identified as the most crucial to the process. The facilitators collated the responses, analyzed the data, and presented the results on the second morning of the workshop. The participants discussed the results, the implications for a planning process, and determined what should be conveyed to the WGFD in terms of long- and short-term grizzly bear management planning.

The LIAM analysis illuminated the conclusion that planning for grizzly bears is likely to be very competitive because of large value differences among the parties. These value differences were most obvious in the stakeholders' preference for outcome. The power analysis revealed significant differences among stakeholders, but also highlighted ways for organizations with similar goals to form coalitions and share power. Workshop participants found the discussion of roles and power a useful starting point for understanding the planning process (Appendix G).

Participants in both workshops seemed to support the idea of developing a state grizzly bear management plan. They recognized that this would be a difficult task. Participants favored a planning process involving as many parties as possible. Participants agreed that the WGFD should be especially careful to identify all stakeholders and invite their participation. One of the main tasks facing the WGFD is to decide how this can be done. Workshop participants did not come to grips with this question directly. However, there was considerable support for use of a steering committee of representative stakeholders to help guide the planning process.

Beyond a general agreement that public involvement in writing the plan was important, the workshops did not result in a recommended planning process. But the workshops did

result in a set of criteria for successful public involvement (Appendix F). These criteria can be summarized into three questions: First, who has the ultimate decision-making authority? The roles of the stakeholders, WGFD, Wyoming Game and Fish Commission, and elected officials need to be clear. If stakeholders are to be effectively engaged, they must understand the rules under which their recommendations will be accepted or rejected.

Second, how are stakeholder recommendations to be determined? Workshop participants wanted to make sure that the decision rules were clearly understood by everyone. Participants did not seem to believe that everyone had to vote on every issue, or even that voting was the best way to make decisions. Rather, they seemed willing to follow some kind of consensus procedure. In developing that procedure the WGFD should be attentive to ensuring that all the stakeholders have a voice.

Third, how can stakeholders build a common understanding of the issue? A strongly expressed concern at both workshops was the need for education and communication about the grizzly bear and the mechanics of the management planning process. Educational materials must be clear and written for a non-technical audience. Stakeholders probably should be involved in designing and disseminating the educational materials. This will encourage meaningful participation by a variety of stakeholders and raise the general level of discourse on the issue. Questions of how to collect and distribute these educational materials must be answered early in the process.

Methods

The workshops in Powell and Riverton, Wyoming were conducted over a two-day period, (August 18-19 in Powell and August 28-29 in Riverton). Both workshops were held on local college campuses and we were able to use the computer lab facilities. Prior to the workshops, the participants were mailed a letter and given a clear understanding that they were to identify the obstacles and opportunities for the process of developing a grizzly bear management plan and that the LIAM would be used as part of that process. The schedule was the same for both workshops. In the first stage of the workshop Reg Rothwell, WGFD, introduced himself and the intended purpose of the workshop; then participants introduced themselves; the agenda (Appendix A) was outlined and the ground rules for the session were established.

Next, the participants were asked to identify key issues in planning for grizzly bear management. This was accomplished through a facilitated brainstorming session in which the participants identified as many issues as they thought were pertinent to the topic (Appendix B).

After this, a list of stakeholders was generated through a second brainstorming session. The identified stakeholders were those who were expected to be involved in the planning process. This list included various organizational entities (i.e., state, local and federal agencies, interest groups, and private organizations). Following the brainstorming session, the facilitators asked participants to reduce the list to those they considered to be the most likely to be involved stakeholders. This was accomplished by asking them to vote for their top three stakeholders (Appendix C).

Once the issues were identified and stakeholders listed, the fourth stage was to complete the LIAM questionnaire. After a brief overview of how to use the software, each participant was assigned to a three-person team. Each team was assigned 5 to 6 stakeholders to analyze. During the LIAM exercise the participants were encouraged to switch places at the computer so that each could experience using the software program. Once the teams completed analysis of their assigned stakeholder list, they were invited to explore the other functions of the software, such as creating role maps and finding the strengths and needs scores for the stakeholders they analyzed.

After all of the teams completed the LIAM exercise the facilitators collated responses and produced one large role map (Appendix D) showing the placement of each organization along with a list of strengths and needs (Appendix E). All of this information was displayed on sheets of paper taped to the walls.

On the second day, the participants reviewed and modified the results. Facilitators provided an opportunity for the participants to view and discuss the scores, strengths, and needs of each stakeholder. After a discussion of potential negotiation strategies the participants discussed the LIAM results and identified likely conflicts. Finally, participants brainstormed the best process for writing a management plan and the day ended with a discussion about the criterion for good planning process.

The participants' evaluations of the workshops are in Appendix G.

Results

The workshop included 17 individuals in Powell and 19 individuals in Riverton representing a broad spectrum of organizations identified by the WGFD as having direct interest in the grizzly bear management planning process and outcome. The represented organizations included federal resource management agencies; state agencies; congressional offices, state and local government representatives; state and national environmental organizations; state and local agricultural/ranching representatives; hunting organizations; and local outfitters.

Thirty-nine issues were listed in Powell and 38 in Riverton. These issues were recorded but were not discussed, edited, or prioritized (Appendix B, Tables B-1 and B-2). Participants continued to brainstorm until they agreed that the listed issues adequately represented the concerns of those with an interest in the development of the management plan.

Seventy-seven stakeholders were named at the Powell workshop and 79 at the Riverton workshop (Appendix C, Tables C-1 and C-2). Narrowing down this list resulted in a set of 27 stakeholders in Powell and 30 in Riverton (Appendix C, Tables C-1a and C-2a). These stakeholders were included in the LIAM analysis.

Results of the LIAM exercises are presented in Appendix D. The combined role map displays the difference in value (outcome) preference among the various stakeholders (Appendix D, Figure D-1). Guardian-Brokers include the Sublette County commissioners (#24), local governments (#26), and the Wyoming Business Council (#36). Guardian-Arbitrators count among their numbers the Farm Bureau Federation (1), extractive industries (#23), and local ranchers (#25). On the Advocate side of the role map are found the Greater Yellowstone Alliance (#34), the Jackson Hole Conservation Alliance (#27), Yellowstone National Park (#14), the Wyoming Fish and Game Department–Wildlife Division (#9), and others. Between the most extreme Guardians and Advocates the distance in values and in preference for outcomes is wide. Thus, the potential for a contentious, competitive negotiation environment is very real unless a consensus is reached to proceed in a less competitive fashion.

In addition to role classification, the LIAM characterized the stakeholders in terms of bargaining power (Appendix E). The model recognizes three sources of power: Resources, Information, and Support. The specific strengths and needs of each stakeholder organization can be understood by examining which specific power dimensions were rated high (3-4) and which were rated low (0-1). The Wyoming Game and Fish Commission was rated as having high power in all categories at the Riverton workshop and rated in Powell as having moderate/high power in all categories. Grand Teton National Park was rated as having high power in all categories at the Powell workshop and rated in Riverton as only having high information power. Federal land

management agencies were rated as having high/moderate power in most categories at the Powell workshop and rated in Riverton as having low/moderate power in most categories. Most of the environmental groups such as the Sierra Club, Defenders of Wildlife, and Fund for Animals were rated as having high support power and low/moderate resource and information power. The Greater Yellowstone Coalition and Wyoming Wildlife Federation were the only environmental groups rated as having high power in more than one category. APHIS also showed high support power and low/moderate resource and information power. Extractive industries, the Congressional Delegation, private property owners, and most agricultural organizations were rated as having high support power and low/moderate resource and information power. The Farm Bureau Federation was the only agricultural organization to be ranked as having high power in more than one category.

Discussion

The participants at these workshops were very well acquainted with the general issues involved in grizzly bear management. They were attentive to the problem and anxious to be involved in working toward a resolution. However, they were not very well versed on the issue of a state grizzly bear management plan.

When asked to identify issues, participants had little difficulty in imagining the principal questions that might face those who must write the management plan. Although participants did not rank the issues they identified, it is striking that the first issue mentioned in each workshop focused on public participation. Participants mentioned such issues as open process, who controls the process, level playing field, who is the ultimate decision-maker, and what are the sideboards of the process. In fact, a quick content analysis of issues reveals that 42% (a plurality) of the issues identified concerned the public involvement process.

More than 70 stakeholders were identified in each workshop. These stakeholders ranged from federal land management agencies to citizen groups. The participants identified many non-government, non-profit organizations. This number of stakeholders is a good beginning but probably not the universe of people and organizations that needs to be included. An especially difficult task for those who plan and conduct the public involvement aspects of writing a state grizzly bear management plan will be identifying, contacting, and holding the interest of so many diverse groups.

It is clear from the LIAM role analysis that there is a great diversity of stakeholders. The role map reveals that some of the many groups are widely separated in terms of their core values. As would be expected in a controversy such as this, a few organizations are perceived to be on the extreme ends of the role continua. This will pose a challenge for managers trying to conduct a collaborative decision process. The presence of extreme ideological opposites will also be a challenge for participants who must find some common ground for discussion and a way to build trusting relationships as the decision moves forward.

Most of those stakeholders with an Advocate role also favor arbitration and most with a Guardian role also favor negotiation. However, there are a significant number of parties from both ends of the ideological spectrum that favor arbitration. Another way of saying this is that the Guardian and Advocate camps appear to be divided between those who want—or believe it will be necessary to—work with an arbitrator and those who want to bargain. This may reflect an undercurrent of skepticism about the probability of a collaborative process being successful, especially in the face of so much controversy. It may also reflect the perception that some parties rarely want to compromise. One thing we have found about the Broker-Arbitrator continuum is that preferences expressed on this scale often change during the process and it is possible for the parties to develop trust and willingly enter into good-faith bargaining.

The LIAM power analysis points out two probabilities. First, the distribution of power in this process is likely to be quite uneven. Those participants who are looking for a level playing field will, at least initially, be disappointed (or discouraged) that things are not more equal. The collaborative decision process will have to respond to this concern. Second, the power analysis displays the fact that workshop participants are not very knowledgeable about the strengths and needs of other parties—especially those who were not represented in the workshops. Part of the educational process that participants consistently requested must involve learning about all the parties, their perspectives, and capabilities.

Conclusions

The workshops were designed to start the process of citizen participation by identifying the obstacles and opportunities for collaborative development of a state grizzly bear management plan. One way of understanding these obstacles and opportunities is to assess the roles and power of the organizations likely to participate in this process. The assessment can be used to determine the most effective strategy for proceeding with grizzly bear management planning.

We used the LIAM as the organizing theme of the workshops. Participants applied the model to the question of how to determine the best process for developing a state grizzly bear management plan. As the preceding sections of this report detail, large differences in both preferred outcomes (values) and preferred process were identified. Despite these differences and the potential for a competitive planning environment, most participants articulated a desire for a collaborative, inclusive planning process. They did not make this recommendation without reservations. Most workshop participants were intensely interested in the subject of management planning for grizzly bears and had attended previous meetings or workshops on the subject. Thus, they were aware of the complexity of the issues and the enormous personal and professional commitment required to carry through with collaborative planning. However, the conclusion reached in both workshops was that a plan constructed without input and support from the public and agencies was doomed to endless rounds of argument and, ultimately, to failure.

The two workshops offered many constructive suggestions for how to build a successful plan. The importance of inclusiveness, communication, and a coherent process were foremost. Participants recommended that as many stakeholders as possible be contacted and offered information about the management planning process. While it will not be possible to conduct working meetings with hundreds of participants, techniques to represent groups of stakeholders through designated representatives were discussed. An early step in the planning process should be to identify a way to develop a broad list of potential participants.

Another important theme was the importance of education. Workshop participants pointed out that different organizations and agencies have varying levels and types of information about grizzly bears. Clear information that can be understood by both technical and non-technical audiences must be developed and provided to all interested parties. This should be an ongoing effort.

Finally, participants felt that an understanding of the process was essential. This category of concerns covers two general areas. First, participants want to know the legal and statutory constraints of the grizzly bear management planning process. Who can and will make a final decision? How will input from the public and others be processed and evaluated? What are the requirements in terms of timelines and procedures? Second, participants need to develop a shared understanding of the planning process itself. Before consensus can be reached on any grizzly bear issue, participants must agree on the rules of the process. This includes some of the legal and statutory issues but goes beyond those concerns to encompass rules of participation and decision making. This seemed important to the participants in light of the fact that power is not equally distributed among stakeholders.

Appendix A: Workshop Agenda

The agenda presented below is the one used for the Riverton Workshop. Both workshops followed very similar agendas.

Agenda for Wyoming Grizzly Bear State Management Planning Process LIAM Workshop	
Riverton, Wyoming	
DAY 1	
I.	Introduction to the workshop: Reg. Rothwell, Wyoming Game and Fish Department
II.	Introduction of All Participants and Presentation of Agenda: Nina Burkardt, USGS
III.	Participants discuss and list issues related to building the management plan: Phadrea Ponds, USGS
IV.	Participants discuss and list all stakeholders in the management plan process and agree on which stakeholders are to be included in the LIAM analysis: Nina Burkardt, USGS
<i>Lunch</i>	
V.	Explanation of the LIAM process: Nina Burkardt, USGS
VI.	LIAM exercise: Lynne Caughlan, USGS
	A. Explanation of how to use the LIAM software
	B. Participants enter data into the LIAM software
VII.	Participants use computer to review results of the LIAM exercise (USGS Team)
<i>End of Day</i>	The workshop should recess at about 4:30 PM
VIII.	USGS team analyzes data and posts LIAM results (Participants may be involved in this evening session, but attendance is not necessary.)
DAY 2	
I.	Participants review and modify the posted LIAM results: Lee Lamb, USGS
II.	Overview presentation on potential negotiation strategies: Jonathan Taylor, USGS
III.	Participants discuss LIAM results and identify likely conflicts: Phadrea Ponds, USGS
IV.	Participants brainstorm best process for writing the management plan: Nina Burkardt, USGS
	A. Participants establish criterion for a good planning process (List and Prioritize)
<i>Lunch</i>	
	B. Participants recommend a preferred planning process (discuss options and recommend direction).
V.	Participants discuss and agree on how the Game and Fish Department should proceed to implement the recommended planning process: Jonathan Taylor, USGS
VI.	Workshop Evaluation (4:30 PM).

Appendix B: Issues

The participants at both workshops were asked to identify any key issues concerning the development of a grizzly bear management plan (Tables B-1 and B-2). Although participants were reminded throughout both workshops that the issue was *the development of the management plan* and not specific parts of the plan (e.g. delisting, management techniques, etc.), there was a temptation to discuss grizzly bear management issues. The initial discussion of issues allowed participants to communicate concerns and state their understanding of the issue. This was accomplished through a facilitated brainstorming session in which the participants identified as many issues as they thought were pertinent to the topic. The brainstorming session ended when participants could not identify any more issues. Once the issues were identified, the issues list was posted.

Thirty-nine issues were listed in Powell and 38 in Riverton. These issues were recorded but were not discussed, edited or prioritized. The lists of issues are presented in Tables B-1 and B-2.

Table B-1. Issues List for the Powell Workshop

- Open public participation
- Money for management of grizzly bear
 - to include positive/negative financial impacts
 - (negative) livestock depredation
 - (positive) tourism
- Habitat protection
- Number of alternative ways choose and evaluate habitat protection
- Establishing objectives
- Who is the ultimate decisionmaker?
- Land by federal agencies have to be a part of the process
 - (e.g. State, fed, private, etc.)
- Who will develop the plan?
 - (e.g. WGF? interest groups?)
- What are the sideboards of the process?
 - (What is the objective?)
- Timing--some things have to happed before other things can happen...coordination of elements
- What type of forum will the public have to be involved in?
- Feedback groups that are truly involved in the process
 - (more than just a note or name)
- Plan should be legally defensible
- Consider former delisting processes of the model.
- Timelines needed/established
- Make a clear distinction between management plan and delisting
- Need to keep WDG&F (agencies) resource strengths and limitations
 - (e.g. money, staff, etc.)
- Content of the plan should be integrated with other management plans (fed, state, etc.)
- Cooperative effort
- Consistent across agencies and organizations
- Compatible plans
- What is the amount of effort of surrounding/involved states?
- WDG&F should have long term goals--should those goals be integrated into the plan?

- Plan should be biological and scientifically sound
- Public involvement to look at the practicality of the plan
- Set parameters and guideline for the 'un-involved'
- Information transfer to inform public to solicit viable input
- How do we build trust?
- People need to be 'heard'--how do we get those concerns--how do you make people feel that their concerns are addressed although they are not included in the plan
- Outside peer review process
- What type of public participation processes are available/alternative method

Table B-2. Issues List for the Riverton Workshop

- Public involvement
- Science needs to be involved
- Public education crucial
- Concurrent education
- Level playing field
- Should a plan be written?
- Who controls the process?
- Who will make the final decision on the plan at the end?
- How much impact will the public involvement have?
- What are some of the laws?
- Funding--Who pays? How much?
- Concerted effort to identify all stakeholders
- Coordination with stakeholders outside of the state of Wyoming
- Open expression of views
- Timeline for process
- Consider varying degrees of impact on people (economic, emotional)
- When do you enact the process?
- Connection between delisting and state management plan
- Process is dynamic/malleable
- Getting to the substance of the issue
- Develop outreach for nonparticipants
- How do we gather public input (i.e., surveys, public meeting, other...)
- Agency should be proactive in public involvement efforts
- The changing role of the west: development, increased recreation, etc.
- Demographic effect on the plan
- Changing public values/quality of life issues
- How are various inputs to the plan weighted?
- Should contributors and noncontributors be separated? (contributors: those with economic tie to bears)
- Recognize intrinsic value of the bear
- Will final decision be open process or in the hands of a few?
- Economic health of the state
- There should be a final, single decision maker
- Legislature and governor will make final decision—but the Wyoming Game and Fish Commission will be a “bump in the road”
- Science should inform the debate but the final decision will be political
- Keeping the decision makers involved in the process
- Need to understand delisting criteria and how they affect state management plan (sideboards of the process)
- Unfunded mandate issue—establish parameters for what the state is responsible for
- Under what conditions will the state play/be involved/accept responsibility?

Appendix C: Stakeholders

During the next session, we asked the participants to identify and list interested parties. A list of stakeholders (Tables C-1, and C-2) was generated through a brainstorming session. A stakeholder is any person or group that can be considered an important source of resources or input; or is affected by the outcome of the decisions made by the organization. The identified stakeholders on this list are those expected to be involved in the resolution process. It was explained that this list could include various organizational entities, i.e., state and federal agencies, interest groups, and private organizations.

Seventy-seven stakeholders were named at the Powell workshop and 79 at the Riverton workshop (Tables C-1 and C-2). Using this as a starting point, we asked the group to narrow the list of stakeholders (Tables C-1a and C-2a) by voting for their top three candidates. The participants were given three Post-it notes which they used to cast their votes. This resulted in a set of 27 stakeholders in Powell and 30 in Riverton for inclusion in the LIAM analysis (Appendix D).

Table C-1. Stakeholders List at Powell Workshop

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • WY Game and Fish • enforcement • commissioner • Wildlife div. director's office • I&E • MT Fish Wildlife and Parks • ID Fish and Game • USFWS • ES, Law Enforcement, Regional Offices • Area Livestock Producers • WY Stockgrowers • WY Woolgrowers • WY Farm Bureau Federation • Area Grazing Assoc. • Area Conservation Agencies • Local Govs • Private Land owners • Outfitters/guide • Hunting/Fishing Organizations • County Commissioners • Local Government • Governors and their officers • National Forests <ul style="list-style-type: none"> ○ BT, Shoshone, Targhee • BLM <ul style="list-style-type: none"> ○ State or Regional Cody, Pinedale, Lander, Worland • Congressional Delegates • State Legislature | <ul style="list-style-type: none"> • Committees - Travel, Rec. Wildlife, Ag/Public Lands • GYC • JHCA • WY Wildlife Federation • Natl. Wildlife Federation • WY Outdoor Council • Great Bear Foundation • Fund For Animals • Seirra Club • Audubon • Defenders of Wildlife • National Park Service <ul style="list-style-type: none"> ○ Teton, Yellowstone, John D. Rockefeller • Multiple use groups • Foundation for N.A. Wild Sheep • Tourism Industry • Lodging and Restaurant Org • Snowmobilers Assoc. • Bowhunters • NW WY Resource Council • Rocky Mt Elk Foundation • Nature Conservancy • State Parks and Historical Sites • Buffalo Bill • NRCS (Field Offices in Yellowstone vicinity) • APHIS (Wildlife Services) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- Animal Damage Mgmt Board (WY)
- Dept. Ag (WY)
- Real Estate interests
- Dude Ranch
- Back Country Horseman
- Boot and Bottle Club
- Extractive Industries
 - Oil, Timber, Gas, Mining
- WY Business Council
- NO. Rockies Council
- NO. WY Resources
- Wind River Reservations
- Shoshone/Arapahoe Tribal Council
- Predator Project (Bozeman)
- Trappers Assocs.
- Chambers of Commerce
- Trout Unlimited
- Safari Club International
- Media
 - WY, Salt Lake City, Ag Pubs, Local Papers, TV, Radio, etc
- Pope and Young club
- Boone and Crockett Club
- Large Ranches
 - Diamond G, Two Dot, TE, Hoodoo, Switchback, Mooncrest, Trail Creek, Wapiti Ridge, CRM, Four Bear Ranch, Pitchfork, Antlers
- Wyoming Chapter of Wildlife
- U of Wyoming
- MT State University (Bozemen)

Table c-1a. Stakeholders Analyzed using LIAM in Powell

- Wyoming Woolgrowers
- Bridger-Teton National Park
- Local Governments
- Livestock
- Stock growers
- Extractive Industries
- Congressional Delegates
- Aphis – Wildlife
- FWS – Law Enforcement
- Wyoming Governor’s Office
- Wyoming Game and Fish – Wildlife Division
- Wyoming Game and Fish Commission
- Farm Bureau
- Conservation Agencies
- Local Ranchers
- Jackson Hole Conservation Alliance
- Targhee National Forest
- Shoshone National Forest
- Hunting Groups
- FWS - Ecological Services
- FWS - Regional Office
- Greater Yellowstone Coalition
- Yellowstone National Park
- Sierra Club
- Teton National Park
- Private Property Owners
- Teton County Commissioners

Table C-2. Stakeholders List at Riverton Workshop:

- Local landowners
- Real property owners and lease owners
- Grizzly bear scientists (independent)
- Interagency Grizzly Bear Council (IGBC)
- Yellowstone Ecosystem Subcommittee of the IGBC
- Targhee National Forest
- Bridger-Teton National Forest
- Shoshone National Forest
- U.S. Fish and Wildlife Service
- Ecological Service
- Regional Offices
- Law Enforcement
- USDA Wildlife Services
- Recreationists
 - Hunter
 - Fisher/angler
 - Hiker
 - Birders
- Outfitters
- Local merchants

- Wyoming Wildlife Federation
- Teton Sierra Club
- Greater Yellowstone Coalition
- Wyoming Outdoor Council
- Jackson Hole Conservation Alliance
- Fund for Animals
- Defenders of Wildlife
- Wyoming Sports Association
- Wyoming Wool Growers
- Wyoming Stock Growers
- Wyoming Farm Bureau
- Idaho Wool Growers
- Wind River Multiple Use Advocates
- Wyoming Timber
- Wyoming Oil and Gas
- Petroleum Association of Wyoming
- County Ag Groups
 - Sublett
 - Teton
 - Fremont
 - Park
 - Hot Springs
 - Lincoln
- Local Governments
 - Dubois
 - Jackson
 - Pinedale
 - Cody
 - Meeteetse
 - Riverton
 - Lander
- Big Piney
- Powell
- Alpine
- Afton
- Alta
- Kemmerer
- County Commissioner
- Chamber of Commerce
- Wind River Indian Reservation
- Yellowstone National Park
- Grand Teton National Park
- Bureau of Land Management
 - Cody, Lander, Pinedale, Worland Offices
- Wyoming Department of Agriculture
- Wyoming Game and Fish Commission
- Wyoming Department of Transportation
- State Lands
- Wyoming Development Commission
- Travel, Recreation, and Wildlife Committee
- Press/Media
- Joint Ag Committee
- Wyoming State Bar Association
- The broader public/citizenry at large
- National Wildlife Federation
- Wyoming Oil and Gas Commission
- Office of Federal Land Policy
- Blue Ribbon Coalition
- Upper Green River Cattleman’s Association

Table C-2a. Stakeholders Analyzed using LIAM in Riverton

- Bridger-Teton National Forest
- Shoshone National Forest
- Upper Green River Cattleman’s Association
- Diamond G Ranch
- Thoman Sheep Company
- Wind River Backcountry Horseman
- Wyoming Game and Fish
- Wool Growers, Stock growers, farm bureau
- Wyoming Outdoor Council
- Wyoming Wildlife Federation
- Defenders of Wildlife
- Greater Yellowstone Coalition
- Sublett County Commissioners
- Fremont County Commissioners
- Teton County Commissioners
- BLM Pinedale Office
- BLM Pinedale Office
- State Ag Committee
- Governor’s Office
- Casper Star
- Pinedale Roundup
- Wyoming Timber Association
- Petroleum Association of Wyoming
- Wyoming Mining Association
- Wyoming Outfitters Association
- Wyoming Business council
- Fund for Animals
- Yellowstone NP
- Teton NP
- 30. Wyoming Game and Fish Commission

Appendix D: LIAM Roles

The Legal-Institutional Analysis Model expects that organizations will behave according to a combination of four roles: Advocate, Guardian, Broker, and Arbitrator. To measure organizational behavior, the LIAM asks a series of questions about each role. The combined results are displayed on a "role map" that depicts an organization's likely role on two continua: A values continuum (Advocate-Guardian), and a process continuum (Broker-Arbitrator). In this way, an organization might be said to be a moderate Advocate-Broker, an extreme Guardian-Arbitrator, or some other combination of value and process roles.

Advocates demand change in traditional decision processes. Advocates are agencies that call for a change in the status quo approach to natural resources management. They react to management proposals from others. They may rely on "crusading" and data analysis to advance their position. One factor that distinguishes the Advocate is that they challenge any agency that seeks to impose a developmental or economic-progress philosophy on a problem.

Guardians seek to protect the status quo, especially by relying on time-tried decision processes. Guardians attempt to protect themselves and their constituencies from interference, and are interested in preventing challenges to their routines or plans. Guardians work against change in management practices or project design. The normal routine for these agencies is interest group consultation or public participation with established clients. Moreover, Guardians profit from well-established routines and bargaining processes because they have influential supporters who understand existing decision rules.

Brokers seek to manage decisions through tradeoffs and bargaining. Brokers have the ability to facilitate bargaining. They are in a position to help or hinder the planning and implementation process. In bargaining they tend to rely on cost-benefit analysis, mechanisms for controlling resource allocation, and to some extent political considerations. The latter is important because of the nature of the agencies' support groups. The Broker strategy is to guide decision making in order to maintain the balance-of-power.

Finally, arbitrators endeavor to make objective, court-like decisions. Arbitrators typically have statutory authority to: (1) establish management plans or regulations, (2) establish the guidelines for preparing plans, or (3) direct the implementation of plans undertaken by others. They rely on data collected by others and make authoritative decisions after hearing evidence from all sides.

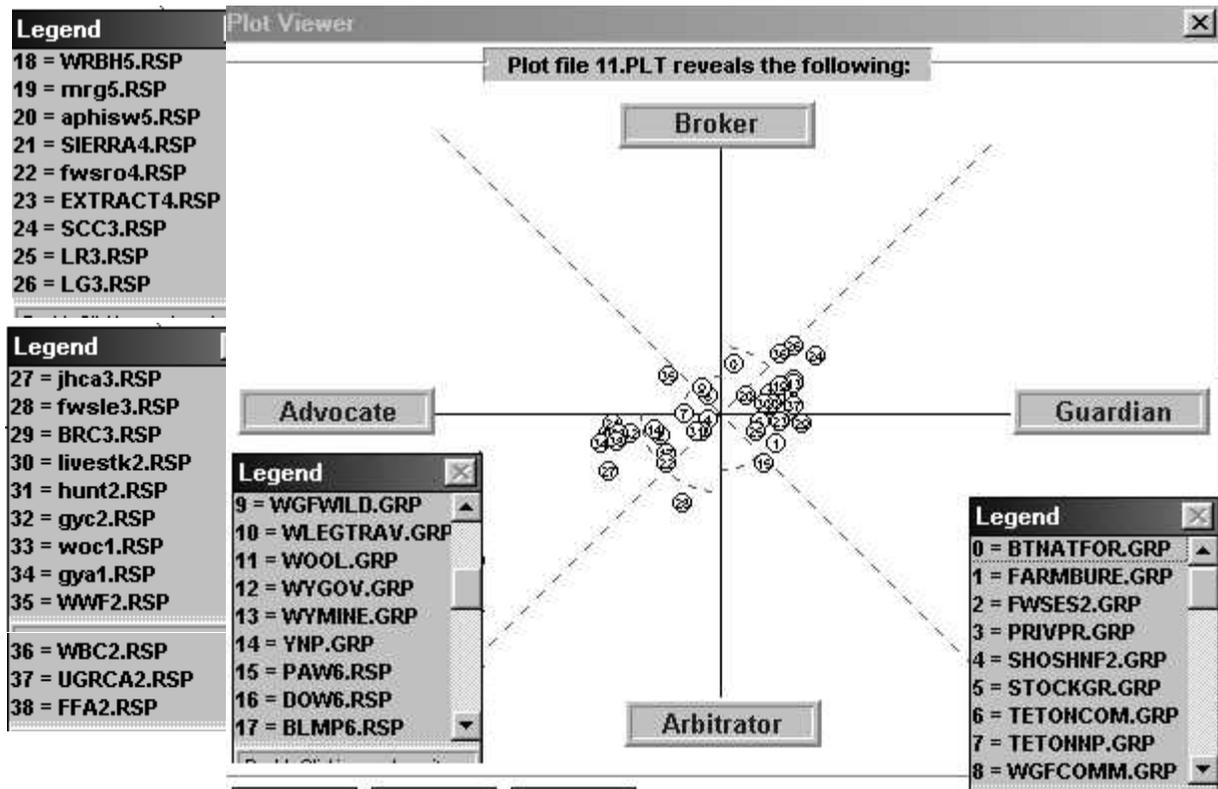
The results of the analysis are presented on a role map. Analysts use the role map to understand the interaction of the various organizations. A common pattern of behavior finds Advocates on one side and Guardians on the other adjusting their behavior to accommodate the presence of an Arbitrator or Broker. Advocate agencies often develop alliances with Arbitrators because the Arbitrators rely on Advocates for information. For example, Advocates often provide the opening to initiate planning or the support around which to build a consensus. Guardians often pursue holding actions or seek to use their constituency to show injury from an Advocate's proposals.

Parties do not always assume the most extreme roles. There may be several reasons for this. First, an organization may have a history of moderate behavior or a low level of interest in the conflict. Second, an organization may have a particularly charismatic leader who has a moderate view of the organization's mission. Such a leader might be able to overcome an organization's otherwise extreme tendency. Finally, a party may be so politically weak that it is unlikely to play a major part in the conflict and, therefore, assumes a moderate position.

The LIAM also provides a written description of each likely role combination. The likely roles of all organizations may be displayed on the same role map. The LIAM software allows an analyst to combine the scores from many respondents. It is anticipated that the most reliable findings will result from the knowledge of at least three respondents for each organization. However, scores from any number of respondents can be used.

Results of the LIAM exercises conducted in Powell and Riverton, Wyoming are presented below. Figure D-1 is the combined role map from the Powell and Riverton workshops which shows the results for all of the analyses conducted during those workshops. Lengthy discussions of these results were facilitated during the workshops, but a brief discussion of how the map was interpreted will recap some of the highlights of the discussions.

Figure D-1: Combined LIAM map for Powell and Riverton LIAM exercises



One of the first things an LIAM role map displays is the distance in value preference among the various stakeholders. In this particular analysis, the distance is great. (Note that the scale is compressed on the display. The scale runs from 0 to 4, and the Sublette County Commissioners (24) fall at 3.25 on the Guardian scale. Guardian-Brokers in this issue include the Sublette County Commissioners (24), local governments (26), and the Wyoming Business Council (36). Guardian-Arbitrators count among their numbers the Farm Bureau Federation (1), extractive industries (23), and local ranchers (25). These groups, as Guardians, prefer that decisions be made in the traditional ways. In terms of their preference for type of process, some prefer to act as brokers or work with brokers while others are in favor of an arbitrated, court-like setting. Organizations will prefer settings where they think success is most likely.

On the Advocate side of the role map are the Greater Yellowstone Alliance (34), the Jackson Hole Conservation Alliance (27), Yellowstone National Park (14), the Wyoming Fish and Game Department –Wildlife Division (9), and others. Again, some of these organizations were classified as Brokers and some as Arbitrators. What is important here is that between the Guardians and the Advocates the distance in values (preference for outcomes) is great. Thus, the potential for a contentious, competitive negotiation environment is very real unless a conscious decision is made to proceed in a less competitive fashion.

Another perspective on the role map is that it reveals potential alliances by pointing out organizations with similar values and goals. Combined with the power analyses (Appendix E) this information can be used to design a more effective negotiation strategy.

Another line of discussion in the role map debriefing exercise was the validity of the analyses. Some organizations were placed precisely on the maps as the workshop participants anticipated, while others were not. This can be attributed to several factors. One, it is possible that the individuals conducting the LIAM analyses were unfamiliar with the organizations they analyzed and need more information to perform an accurate assessment. Two, because the LIAM questions focus on specific, well-defined issues some participants had difficulty answering the questions for the issue posed in the workshops. That is—especially in Powell—there was some confusion among participants about the question being asked. Third, some questions within the LIAM may have been misunderstood by participants. One example of an organization that was analyzed differently by four different teams is the Wyoming Game and Fish Department. Figure D-2 illustrates the various placements on the role map. All of the analyses were very similar in terms of placement on the Guardian-Advocate scale, and three were very close on placement on the Broker-Arbitrator scale. The fourth team’s analysis located the Department as a strong Broker. After some discussion it was determined that this was an outlier, possibly based on a misperception of the Wyoming Game and Fish Department’s role in the grizzly bear management planning process.

Another interesting result is displayed in Figure D-3. This is a role map of three different forests: Bridger-Teton National Forest, Shoshone National Forest, and Targhee National Forest. The forests are scattered through each of the LIAM quadrants. Scores with the legend numbers 0 and 1 are combined (averaged) scores, while scores numbered 2 through 8 are scores from a single Team’s analysis. Taking Shoshone National Forest as an example, the role map shows

three very different placements. This is almost certainly explained by a misunderstanding or lack of information about the role Shoshone National Forest will assume in this issue. Bridger-Teton shows a similar pattern. During the workshop, discussion about these placements also focused on the probability that each forest is different in its goals and objectives and that to make an accurate assessment, it is necessary, first, to develop a deep understanding of each forest and, second, to analyze each separately.

Figure D-2: Role Map of Wyoming Game and Fish Department—Wildlife Division

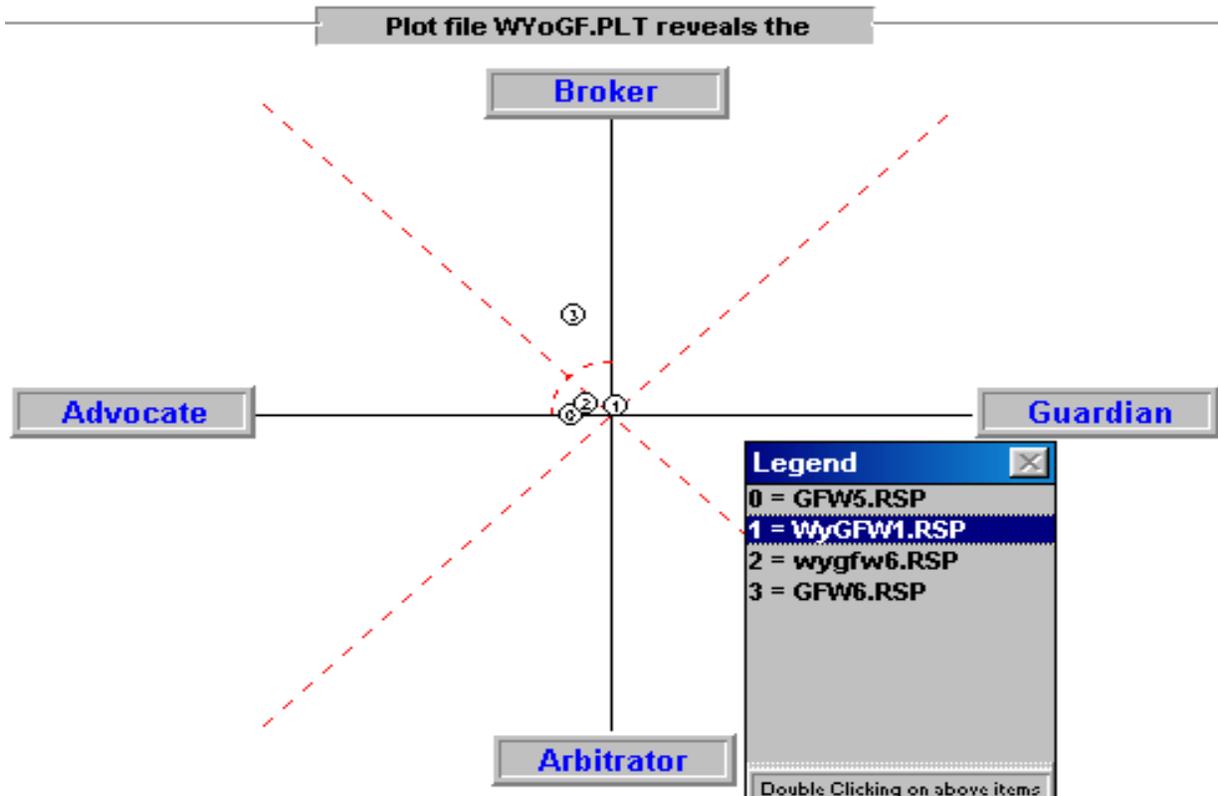
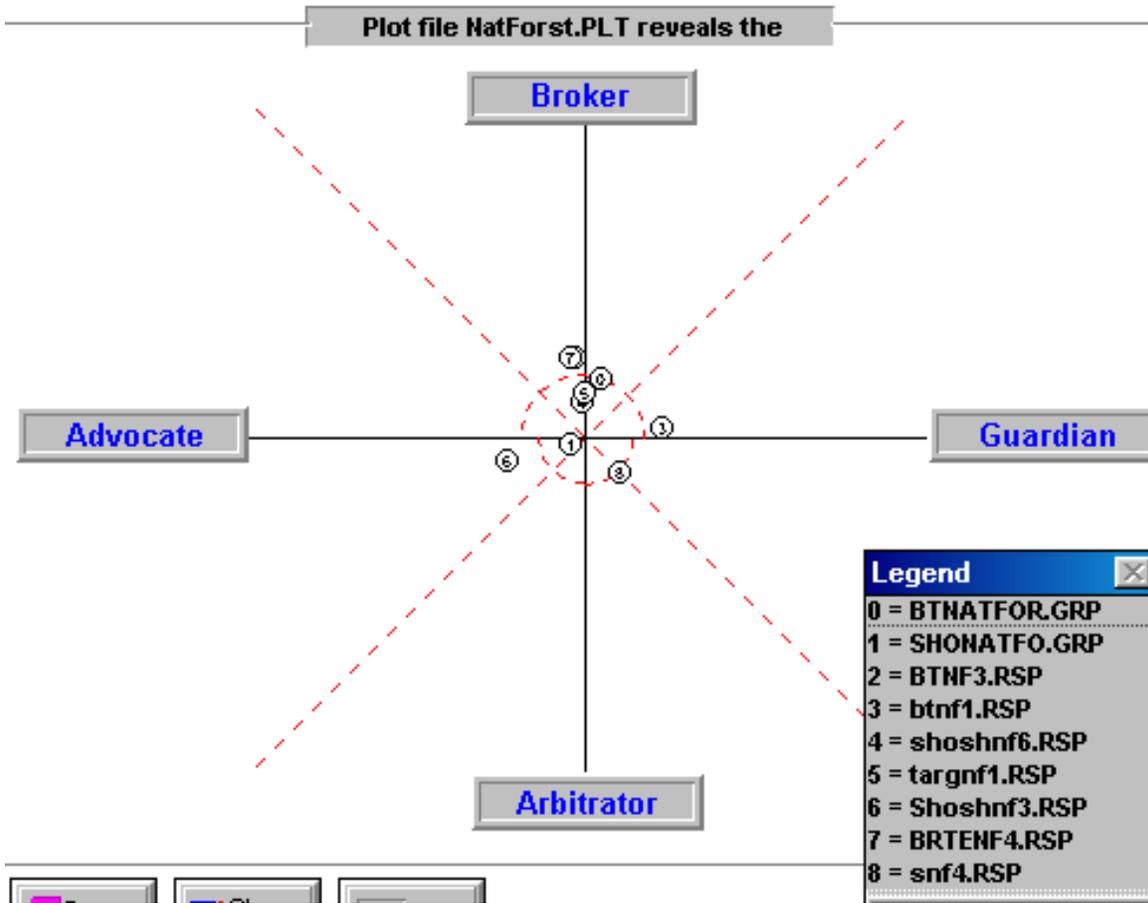


Figure D-3: Role Map of National Forests



Appendix E: Strengths and Needs Analysis

In an LIAM analyses, power is assessed as well as the role positions. Power is measured for three general scales: Resource Power, Information Power, and Support Power. Understanding the relative power scores of each party to a negotiation, within these three general dimensions, can help considerably in understanding the negotiating process and in anticipating different organizations' bargaining behavior. But it is possible to go deeper into the assessment than that.

Each of the power scales is constructed from several component dimensions: 4 for Information Power, 8 for Resource Power, and 9 for Support Power. These are averaged to give the general power score, which ranges between 0 and 4. The specific strengths and needs of a party in the negotiation can be understood by examining which specific power dimensions were rated high (3-4) and which were rated low (0-1). Within the "Plots" routine, an analyst can select "Show Indices" to view specific power item scores. These scores are listed next to the question number, so the analyst must refer to the LIAM manual to determine which items relate to which question numbers. The specific power dimension strengths and needs from the Powell and Riverton LIAM workshops have been compiled and are listed in this Appendix.

In the "Groups" subroutine within the LIAM, multiple respondent assessments can be combined to form a "group" assessment. In the "Plots" subroutine, a group plot can be compared with the specific assessments of which it was constructed. Viewing the specific power scores in this way can be very helpful in determining the reliability of the results. When two assessments vary strongly about a specific power dimension: one person may have "inside knowledge;" or perhaps one person has had a bad experience with another organization and cannot maintain objectivity.

These Group Plots have been provided in this assessment, although they were only run on a few of the central participants. Where separate assessments differed by 3 or 4 points on a specific dimension, these are listed here as "Questions" in this Appendix. By having participants in the two meetings "tag" any objections to the strengths and needs which were posted on the walls, we are able to provide additional assessment akin to having more than one LIAM analysis run for these organizations. These secondary assessments are [highlighted and in brackets] in the Strengths and Needs tables. Some of these, of course, simply represent the differences between external and internal assessment of an organization.

Powell Strengths and Needs Analysis

Advocate Organizations

Organization
Wyoming Game and Fish—Wildlife Division
Resource Power: 2.56
Information Power: 1.63
Support Power: 2.78

STRENGTHS	NEEDS
<p>Resources Physical control of the resource. Statutory control of the resource. Active inn this issue. Central to mission. Values close to those of political leadership. [Has authority to develop the plan]</p> <p>Information</p> <ul style="list-style-type: none"> • Technical information is understandable. [Has experience and technical knowledge. experience and technical expertise] <p>Support Large membership. Intensely interested in issue. Coordinated. Public support. Prestige. Aware of issue.</p>	<p>Resources</p> <ul style="list-style-type: none"> • Few personnel. <p>Information</p> <ul style="list-style-type: none"> • Lacks experience in gathering and analyzing data • Lacks Technical knowledge. [Has lots of experience gathering and analyzing data; Has experience collecting data; Does have experience collecting data]

Conservation Agencies
Resource Power: 1.5
Information Power: 2.25
Support Power: 2.78

STRENGTHS	NEEDS
<p>Resources Active in these types of issues. Values similar to political leadership. Central to mission.</p> <p>Information Technical knowledge. Expertise is recognized.</p> <p>Support The support of the general public. Large membership. A record of being active in this issue. Expertise in politics.</p>	<p>Resources Lacks physical control of the resource. Few Personnel. Little Funding. No Statutory control.</p> <p>Information Not experienced in collecting or distributing data [These agencies are experienced in data collection and distribution]</p>

Jackson Hole Conservation Alliance
Resource Power: 1.67
Information Power: 1.75
Support Power: 2.56

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Active in these types of issues. • Central to mission <p><i>Information</i></p> <p>[JHCA has experience in collecting and distributing data].</p> <p><i>Support</i></p> <ul style="list-style-type: none"> • Large membership. • Intense interest in the issue. • A record of activity in the issue. • A record of awareness of the issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • No physical control of the resource. • No statutory control. • Lacks personnel. lacks funding. <p><i>Information</i></p> <ul style="list-style-type: none"> • Not experienced in distributing or collecting data. <p><i>Support</i></p> <ul style="list-style-type: none"> • Not cohesive.

Targhee National Forest
Resource Power: 2.13
Information Power: 2.00
Support Power: 3.11

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Physical control of resource. • Central to mission. • Active in this type of issue. <p><i>Information</i></p> <ul style="list-style-type: none"> • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Intense interest. • Political experience. • Cohesiveness. • Record of activity. • Prestige and respect. • Awareness. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks support from general public. • Personnel. • Values are not similar to political leadership. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information is not easily understood. • Not experienced in collecting or distributing data.

Shoshone National Forest
Resource Power: 2.63
Information Power: 3.00
Support Power: 3.00

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Support of general public. • Money. • Personnel. • Active. • Physical control of resource. [No physical control] • Values similar to political leadership <p><i>Information</i></p> <ul style="list-style-type: none"> • Knowledge. • Technical information is understood. • Experienced in collecting and distributing data. <p><i>Support</i></p> <ul style="list-style-type: none"> • Cohesive. • Experienced in politics. • Large membership. • Aware. • Supported by general public. • Active in this type of issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks statutory control. <p><i>Support</i></p> <ul style="list-style-type: none"> • Supporters lack prestige and respect

Bridger-Teton National Forest
Resource Power: 2.0
Information Power: 3.0
Support Power: 2.89

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Physical control of the resource. • Active in these types of issues. • Values similar to political leadership [No physical control of resource] <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information is easily understood. • Has technical knowledge. • Expertise is recognized. <p><i>Support</i></p> <ul style="list-style-type: none"> • Large membership. • Intense interest. • Record of activity in the issue. • Prestige and respect. • A record of awareness of the issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • No statutory control. • Lacks personnel. • Not central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Not experienced in collecting or distributing data.

Hunting Groups
Resource Power: 1.75
Information Power: 1.25
Support Power: 2.44

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Active in these types of issues. • Central to mission. <p><i>Support</i></p> <ul style="list-style-type: none"> • Large membership. • Active in this type of issue. • Awareness of issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks personnel. • Funding. • Statutory control. • Physical control. <p><i>Information</i></p> <ul style="list-style-type: none"> • Not experienced in collecting or distributing data. • Expertise is not recognized. <p><i>Support</i></p> <ul style="list-style-type: none"> • Not experienced in politics. • Lack prestige and respect. • Record of not being well coordinated.

Greater Yellowstone Coalition
Resource Power: 2.25
Information Power: 4.00
Support Power: 3.67

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Funding. • Personnel. • Active in these types of issues. • Central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized. • Experienced in collecting or distributing data. • Has technical knowledge. • Technical information is easily understood. <p><i>Support</i></p> <ul style="list-style-type: none"> • A record of being well coordinated. • Intense interest in issue. • Awareness of issue. • Large membership. • Public support. • Active in issue. • Experience in politics. • Cohesiveness 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Values are not similar to political leadership. • Lacks statutory control. • Lacks physical control

FWS—Law Enforcement
Resource Power: 2.25
Information Power: 2.5
Support Power: 2.44

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Values similar to political leadership. • Statutory control of the resource. • Central to mission. a • Active in these types of issues. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized. • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Experienced in politics. • A record of activity in this issue. • A record of awareness of this issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks personnel resources. • Does not have physical control of resource. • Lacks funding. <p><i>Information</i></p> <ul style="list-style-type: none"> • No experience in collecting or distributing data. <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks cohesiveness.

FWS—Ecological Services
Resource Power: 2.25
Information Power: 2.0
Support Power: 3.17

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Physical control of the resource. • Monetary resources. • Active in these kinds of issues. • Values similar to political leadership. <p>[FWS has statutory control only under the ESA; The state has statutory and physical control of the bear]</p> <p><i>Information</i></p> <ul style="list-style-type: none"> • Has technical knowledge. • Expertise is recognized. <p><i>Support</i></p> <ul style="list-style-type: none"> • Support groups are cohesive. • Large membership. • Intense interest in the issue. • A record of activity in the issue. • Politics. prestige and respect. • A record of awareness of the issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks statutory control of the resource. • Personnel. • Not central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Not experienced in collecting or distributing data.

FWS—Regional Office
Resource Power: 1.50
Information Power: 2.0
Support Power: 2.89

STRENGTHS	NEEDS
<ul style="list-style-type: none"> • Active in this type of issue. • Central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Understandable. • Technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Large membership. • Active in this issue. • Coordinated. • Have political experience. • Prestige. and aware of issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks physical control of resource. • Statutory control. • Public support. • Personnel. • Funding. <p><i>Information</i></p> <ul style="list-style-type: none"> • Lacks experience in collecting and analyzing data <p><i>Support</i></p> <ul style="list-style-type: none"> • Lack intense interest.

Yellowstone National Park
Resource Power: 1.5
Information Power: 3.0
Support Power: 3.0

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Physical control of the resource. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information is easily understood. • Experienced in collecting and distributing data. • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Large membership. • Cohesiveness. • Intense interest in the issue. • Experience in politics. • Prestige and respect. • A record of awareness of the issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Not very active in these types of issues. • Lacks personnel. • Does not have statutory control of the resource. • Receives little support from the general public. <p><i>Support</i></p> <ul style="list-style-type: none"> • Does not have a record of being well coordinated.

Sierra Club
Resource Power: 2.38
Information Power: 1.75
Support Power: 3.33

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Central to mission. • Active in this issue. • Personnel resources. • Funding. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical knowledge <p><i>Support</i></p> <ul style="list-style-type: none"> • Aware of issue. • Political experience. • Large membership. • Intense interest in issue. • Cohesiveness. • Active in issue. • Well coordinated. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Values not close to political leadership. • Lack physical control of resource • No statutory control. <p><i>Information</i></p> <ul style="list-style-type: none"> • Lack expertise in issue. • Lack experience with data collection and analysis.

Guardian Organizations

Wyoming Woolgrowers (WOOL)
Resource Power: 1.75
Information Power: 1.75
Support Power: 1.75

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Central to Mission. • Active in these types of issues. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized <p><i>Support</i></p> <ul style="list-style-type: none"> • Experienced in politics. • Cohesive. • Intensely interested in the issue. • Have a record of being well coordinated. • Have a large membership. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lack personnel resources. • Lack money. • Lack statutory control <p><i>Information</i></p> <ul style="list-style-type: none"> • Lack technical knowledge

TETON NATIONAL PARK (GTNP)
Resource Power: 3.25
Information Power: 3.5
Support Power: 3.11

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Active in these types of issues. • Statutory control of resources. • Central to mission. • Physical control of resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information is easily understood. • Has technical knowledge. • Experienced in collecting and distributing data. <p><i>Support</i></p> <ul style="list-style-type: none"> • Intense interest in issue. • Large membership. • Experience in politics. • The support of the general public. • A record of awareness of the issue. • a record of activity in the issue. 	<p>None Listed</p>

Local Governments (LG)
Resource Power: 1.0
Information Power: 0.75
Support Power: 2.0

STRENGTHS	NEEDS
<p><i>Support</i></p> <ul style="list-style-type: none"> • Support of the general public 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks physical control. • Lacks statutory authority. • Lacks personnel. • Lacks funding. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information not easily understood. • Not experienced in collecting and distributing data of this kind. • Does not have technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Support groups are not cohesive. • Do not have large membership.

Livestock Growers
Resource Power: 1.25
Information Power: 1.5
Support Power: 2.22

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Active in these types of issues <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of awareness of the issue • Intense interest in the issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks funding. • Not active in these types of issues. • Does not have statutory control of the resource. • Lacks personnel resources. • Values are not similar to political leadership. • Does not have support from general public. <p><i>Information</i></p> <ul style="list-style-type: none"> • Little technical knowledge. expertise is not recognized. <p><i>Support</i></p> <ul style="list-style-type: none"> • Supporters lack experience in politics. lacks prestige and respect <p>[Supporters have used state politics very effectively]</p>

Stockgrowers Association
Resources: 1.88
Information: 1.75
Support: 3.67

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Central to mission. • Support of general public. • Active in issue. <p><i>Information</i></p> <ul style="list-style-type: none"> • Experienced in collecting data. • Easily understood. <p><i>Support</i></p> <ul style="list-style-type: none"> • Everything. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks statutory control. • Lacks physical control. • Lacks personnel. • Lacks money. • Values not close to political leadership. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is not recognized. • Lacks technical knowledge.

Extractive Industries (EXTRACT)
Resource Power: 1.75
Information Power 1.0
Support Power: 3.44

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Active in these types of issues. • Funding resources • Central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Intense interest in issue. • Public support. • Active is issue. • Experience in politics. • Prestige and respect. • Large membership. • Awareness of the issue. • Cohesiveness. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lack physical control. • Values not similar to political leadership. • Lack statutory control of resource. • Lack personnel. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information not easily understood. • Expertise is not recognized. • Not experienced in collecting or distributing data.

Congressional Delegation (CONGR)
Resource Power: 2.0
Information Power: 1.75
Support Power: 3.78

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Strong public support. • Statutory control. • Values coincide with political leadership. funding (Little influence on process of writing the plan. Very little information on writing the plan). <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical knowledge (I disagree. Congressional delegation has little technical knowledge). <p><i>Support</i></p> <ul style="list-style-type: none"> • Support groups have sizeable membership. • Intense interest in issue. • Active in issue. • Coordinated. • Strong public support. • Political experience. • Prestigious. • Awareness of issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks physical control. • Not active in this issue. • Not central to mission. • Few personnel for this issue. <p><i>Information</i></p> <ul style="list-style-type: none"> • Lacks experience in gathering and analyzing data.

APHIS—Wildlife (APHIS)
Resource Power: 0.63
Information Power: 2.25
Support Power: 3.33

STRENGTHS	NEEDS
<p><i>Information</i></p> <ul style="list-style-type: none"> • Technical knowledge. • Technical information is easily understood. <p><i>Support</i></p> <ul style="list-style-type: none"> • A record of being well coordinated. • Experience in politics. • Cohesiveness. • Large membership. • A record of activity in the issue. • Support of the general public. • Prestige and respect. • A record of awareness of the issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Not active in these types of issues. • Does not have physical control of the resource. • Does not have statutory control of the resource. • Lacks funding. • Lacks support from the general public. • Values are not similar to political leadership. • Lacks personnel resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Does not have experience in collecting or distributing data • (The National Wildlife Resources Center is recognized worldwide for expertise in wildlife research and data gathering).

Private Property Owners (PRIVPR.grp)
Resource Power: 1.81
Information Power: 1.19
Support Power: 3.31

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> Physical control of resource. Public support (Private property owners don't have physical control of the bear or control of the planning process. Property owners should be included in the planning process.) <p><i>Support</i></p> <ul style="list-style-type: none"> Cohesiveness. Size of membership. Intense interest in issue. Active in issue. Support of the public. Political experience. Prestigious. Aware of the issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> Lacks statutory control. Few personnel. Little money. <p><i>Information</i></p> <ul style="list-style-type: none"> Data are no understandable. Little experience in collecting or analyzing data. Lack technical knowledge. [Support—Not well organized]

Wyoming Game And Fish Commission (WYGFC)
Resource Power: 2.25
Information Power: 2.5
Support Power: 2.89

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> Values similar to political leadership. Statutory control of resource. Central to mission. Active in these types of issues. [Has the authority to develop a plan] <p><i>Information</i></p> <ul style="list-style-type: none"> Expertise is recognized. Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> Expertise in politics. A record of being well coordinated. A record of awareness of the issue. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> Lacks monetary resources. <p><i>Information</i></p> <ul style="list-style-type: none"> Is not experienced in collecting and distributing data [Commission has total control; has monetary resources but may not be a priority; agency has personnel] <p><i>Support</i></p> <ul style="list-style-type: none"> Supporters lack backing of the general public Do not have prestige and respect.

Farm Bureau Federation (FBF)
Resource Power: 2.25
Information Power: 4.00
Support Power: 3.56

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Money. • Values close to political leaders. • Active in issue. • Central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Knowledgeable. • Respected. • Understood. • Experienced in collection and distribution of data. <p><i>Support</i></p> <ul style="list-style-type: none"> • Everything. 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks physical control of resource • Lacks statutory control.

Local Ranchers (LR)
Resource Power: 1.13
Information Power: 1.25
Support Power: 2.67

STRENGTHS	NEEDS
<p><i>Resources</i></p> <ul style="list-style-type: none"> • Active in these types of issues. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information is easily understood. <p><i>Support</i></p> <ul style="list-style-type: none"> • Large membership. • Intense interest in issue. • A record of activity in the issue. • Pesticide and respect. • A record of awareness of the issue. • [Local ranchers do not have a record of activity in developing a process for managing bears or information on the process] 	<p><i>Resources</i></p> <ul style="list-style-type: none"> • Lacks physical control of the resource. • Statutory control. • Personnel. • Funding. • Values not similar to political leadership. • [Does not lack physical control whether through ownership of land or management] <p><i>Information</i></p> <ul style="list-style-type: none"> • Not experienced in collecting or distributing data. • Expertise is not recognized. <p><i>Support</i></p> <ul style="list-style-type: none"> • Supporters are not cohesive. • Do not have a record of being well-coordinated.

Riverton Strengths and Needs Analysis

BLM – Pinedale (BLMP)

Resource Power 0.37

Information Power 2.25

Support Power 2.44

STRENGTHS	NEEDS
<p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized. • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Intense interest in issue • Record of activity in the issue. • Experience in politics. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Support from general public. • Lacks Statutory Control of the Resource • Not Central to mission. • Lacks Personnel resources. • Not Active in these types of issues. • Lacks Monetary Resources. • Lacks Physical Control of the resource. <p><i>Information</i></p> <ul style="list-style-type: none"> • Not Experienced in collecting and distributing data. [Considerable experience in collecting data, but not distributing, necessarily (outside of NEPA analysis)] <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks Cohesiveness. • Lacks Large Membership. • A record of not being well coordinated.

Defenders of Wildlife (DOW)
Resource Power 1.62
Information Power 1
Support Power 3.11

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Central to mission. • Monetary Resources. • Active in these types of issues. <p><i>Information</i></p> <ul style="list-style-type: none"> • Experienced in collecting and distributing data. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of being well coordinated. • Record of awareness of the issue. • Intense interest in issue. • Record of activity in the issue. • Experience in politics. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Support from general public [I think they have a fair amount of support from the general from the general public.] • Lacks Statutory Control of the Resource. • Lacks Personnel resources. • Values are not similar to political leadership. • Lacks Physical Control of the resource. <p><i>Information</i></p> <ul style="list-style-type: none"> • Lacks technical knowledge. • Technical information is not easily understood. [I disagree with the information points] • Expertise is not recognized.

Wyoming Wildlife Federation (WWF)
Resource Power 2.12
Information Power 3.5
Support Power 3.44

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Active in these types of issues. • Values similar to political leadership. [whose politics? Does not have support of political leadership]] • Central to mission. [not even all sportsmen and women support WY Wildlife Federation. Losing respect of sportsmen] • Support from general public <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized. • Technical information is easily understood. • Experienced in collecting and distributing data. • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Experience in politics. • Cohesiveness. • Record of activity in the issue. [Questionable, public becoming more aware of issues. Who is impending economic activity on the state?] • Prestige and respect. • Large Membership, Intense interest in issue. • Record of being well coordinated. • Support of the general public [do not think the general public would support if positions /comments on all EA's and EIS's was reported]. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Personnel resources. • Lacks Statutory Control of the Resource. <p>Lacks Physical Control of the resource.</p>

Fund for Animals (FFA)
Resource Power 1.5
Information Power 1
Support Power 3.11

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Monetary Resources. • Active in these types of issues. • Central to mission. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of being well coordinated. [Is the membership large? Compared to? Are we talking about Wyoming or nationally?] • Large Membership. [doubt Wyoming membership is large] • Record of activity in the issue. • Intense interest in issue. • Cohesiveness. • Experience in politics. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> Values are not similar to political leadership. Lacks Statutory Control of the Resource. Lacks Support from general public. Lacks Physical Control of the resource. Lacks Personnel resources. <p><i>Information</i></p> <ul style="list-style-type: none"> Technical information is not easily understood. [has access to technical info and staff to analyze] Lacks technical knowledge. Expertise is not recognized. <p><i>Support</i></p> <ul style="list-style-type: none"> Lacks the support of the general public.

Fish & Wildlife Service, Region Office (FWSRO)

Resource Power 2.27

Information Power 3.75

Support Power 2.11

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Central to mission. • Physical Control of the resource. [values aren't similar to Wyoming's political leadership] • Values similar to political leadership. • Statutory Control of the Resource. • Active in these types of issues. <p><i>Information</i></p> <ul style="list-style-type: none"> • Has technical knowledge. • Technical information is easily understood [wrong! Technical information is difficult to understand and often I have found that they have verbal or draft agreements that are different from published information]. • Experienced in collecting and distributing data [Prebel's issue is straining their credibility and respect] • Expertise is recognized. <p><i>Support</i></p> <ul style="list-style-type: none"> • Support of the general public. • Record of activity in the issue. • Prestige and respect. <p>Record of awareness of the issue</p>	<p>NEEDS</p> <p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Monetary Resources. • Lacks Personnel resources. <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks Cohesiveness. • Lacks Large Membership. • A record of not being well coordinated. <p>Lacks Intense interest in issue.</p>

Greater Yellowstone Coalition (GYC)
Resource Power 2.12
Information Power 3.25
Support Power 3.44

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Active in these types of issues. • Central to mission. • Support from general public. • Monetary Resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Experienced in collecting and distributing data. • Technical information is easily understood. • Has technical knowledge. • Expertise is recognized. <p><i>Support</i></p> <ul style="list-style-type: none"> • Support of the general public. [I am not sure they have state wide support – local support -yes.] • Intense interest in issue. • Prestige and respect. • Record of activity in the issue. • Experience in politics. • Record of being well coordinated. • Record of awareness of the issue, Cohesiveness. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Statutory Control of the Resource. • Values are not similar to political leadership. • Lacks Physical Control of the resource.

Grand Teton National Park (GTNP)
Resource Power 1.62
Information Power 3.75
Support Power 2.67

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Central to mission. • Active in these types of issues. • Monetary Resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information is easily understood. • Expertise is recognized. • Experienced in collecting and distributing data. • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Cohesiveness. • Record of activity in the issue. • Record of awareness of the issue. • Intense interest in issue. • Record of being well coordinated. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Physical Control of the resource. • Lacks Personnel resources. • Lacks Statutory Control of the Resource. • Lacks Support from general public. [have some statutory and physical control] <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks The support of the general public.

WY Game & Fish Commission (GFC.grp)
Resource Power 3.19
Information Power 3.12
Support Power 3.06

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Statutory Control of the Resource. • Physical Control of the resource. • Values similar to political leadership. • Central to mission. • Support from general public. <p><i>Information</i></p> <ul style="list-style-type: none"> • Has technical knowledge. [does not have great deal of technical expertise] • Experienced in collecting and distributing data. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of awareness of the issue. • Experience in politics. • Prestige and respect. • Record of being well coordinated. [depends on support staff, does not lack personnel resources] • Record of activity in the issue. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Personnel resources. <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks Large Membership. • Lacks The support of the general public. <p style="text-align: center;">QUESTIONS</p> <p><i>Resource</i></p> <ul style="list-style-type: none"> • Monetary Resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized. • Technical information is easily understood. <p><i>Support</i></p> <p>Intense interest in issue, [support seems to be contradictory.]</p>

Yellowstone National Park (YNP.grp)

Resource Power 1.75

Information Power 2.25

Support Power 3.44

STRENGTHS	NEEDS
<p><i>Resource</i> Active in these types of issues, Support from general public. Physical Control of the resource.</p> <p><i>Information</i> Technical information is easily understood. Has technical knowledge.</p> <p><i>Support</i> Experience in politics. Record of activity in the issue. Intense interest in issue. Support of the general public. Record of being well coordinated. Large Membership. Cohesiveness.</p>	<p><i>Resource</i> Values are not similar to political leadership. Lacks Monetary Resources.</p> <p><i>Support</i> Lacks Prestige and respect, [the YNP's past performance has resulted in eroded respect; I think the Park generates a lot of support from the public; Don't agree; DITTO!; I think the Park has prestige and respect, especially from the general public] Lacks a record of awareness of the issue.</p> <p align="center">QUESTIONS</p> <p><i>Resource</i> Statutory Control of the Resource, Personnel resources. Central to mission.</p> <p><i>Information</i> Expertise is recognized, Experienced in collecting and distributing data.</p>

Wind River Backcountry Horsemen (WRBH)
Resource Power 0.75
Information Power 0.25
Support Power 2

STRENGTHS	NEEDS
<p><i>Support</i></p> <ul style="list-style-type: none"> • Record of awareness of the issue. • Record of activity in the issue. <p>Record of being well coordinated.</p>	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Personnel resources. • Lacks Statutory Control of the Resource. • Not Active in these types of issues. [is active in this type of issue] • Lacks Monetary Resources. • Lacks Physical Control of the resource. <p><i>Information</i></p> <ul style="list-style-type: none"> • Not Experienced in collecting and distributing data. • Expertise is not recognized. [expertise is recognized] • Lacks technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks The support of the general public. [I don't think they lack support of general public, the general public probably knows little about them but would probably be supportive] • Lacks Experience in politics. • Lacks Intense interest in issue. [does have interest in the issue]

Wyoming Game & Fish – Wildlife (GFW.grp)
Resource Power 2.81
Information Power 2.75
Support Power 2.89

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Physical Control of the resource. • Personnel resources. • Active in these types of issues. • Values similar to political leadership. <p>[on most issues does not mirror political leadership; questions whether values are similar to political leadership]</p> <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized. • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of being well coordinated. • Prestige and respect. • Experience in politics. • Record of awareness of the issue. • Intense interest in issue. • Record of activity in the issue. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Monetary Resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Values are not similar to political leadership. <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks Cohesiveness. • Lacks Large Membership. <p style="text-align: center;">QUESTIONS</p> <p><i>Resource</i></p> <ul style="list-style-type: none"> • Statutory Control of the Resource

Riverton Guardians
Organization:
Motorized Recreation Groups (MRG)
Resource Power 1.75
Information Power 1.75
Support Power 3.78

STRENGTHS	NEEDS
<p>Resource</p> <ul style="list-style-type: none"> • Active in these types of issues. • [they're not heard from] • Monetary Resources. • Support from general public. • [support only from motorized recreationists – not from the rest of the public; Ditto does not have support from the general public] <p>Information</p> <ul style="list-style-type: none"> • Technical information is easily understood. <p>Support</p> <ul style="list-style-type: none"> • Large Membership. • Cohesiveness. • Intense interest in issue. • Record of activity in the issue. • Prestige and respect. • [does not have prestige and respect; has prestige and respect within their own membership base] • Support of the general public. • [not sure they have support of the general public, and only snowmobilers are well organized; much of general public does not support motorized rec.] • Record of being well coordinated. • Experience in politics. 	<p>Resource</p> <ul style="list-style-type: none"> • Not central to mission. • Values are not similar to political leadership. • [values (access) are consistent w/ political leadership of state] • Lacks Physical Control of the resource. • Lacks Statutory Control of the resource. <p>Information</p> <ul style="list-style-type: none"> • Not Experienced in collecting and distributing data. • Lacks technical knowledge.

Blue Ribbon Counsel (BRC)
Resource Power 1.5
Information Power 2.75
Support Power 3.33

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Active in these types of issues. • Information • Experienced in collecting and distributing data. • Technical information is easily understood. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of activity in the issue. • Experience in politics. • Large Membership. • Intense interest in issue. • Support of the general public. [not sure that the general public supports the BRC; not supported by the general public] • Prestige and respect. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Physical Control of the resource. • Lacks Monetary Resources. • Lacks Statutory Control of the Resource. • Lacks Personnel resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Lacks technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • A record of not being well coordinated. • Lacks Cohesiveness.

Stock Growers Association (SGA)
Resource Power 1.87
Information Power 2.75
Support Power 3.22

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Central to mission. • <i>Active in these types of issues.</i> <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized. • Technical information is easily understood. • Experienced in collecting and distributing data. [doesn't distribute a lot of data] <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of being well coordinated. • Intense interest in issue. • Experience in politics. • Record of awareness of the issue. • Prestige and respect. [no respect in general population outside of Ag.] • Record of activity in the issue. • Cohesiveness. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Statutory Control of the Resource. • Lacks Physical Control of the resource. • Values are not similar to political leadership. [values are similar to political leadership; political leadership generally supports this group; I think SGA's values are similar to the political leadership.] <p><i>Information</i></p> <ul style="list-style-type: none"> • Lacks technical knowledge.

Sublette County Commission (SCC)
Resource Power 1.15
Information Power 0.25
Support Power 3.33

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Statutory Control of the Resource. [I don't think they have stat. control of the resources; I agree have some control of the land – not the grizzlies] • Monetary Resources. Sublette Co does not have real strong fiscal resources.] <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of being well coordinated. • Prestige and respect. • Large Membership. • Experience in politics. • Intense interest in issue. • Record of activity in the issue. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Physical Control of the resource. • Lacks Personnel resources. • Not Central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is not recognized. • Technical information is not easily understood. • Lacks Cohesiveness. • Not Experienced in collecting and distributing data. <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks Cohesiveness.

Wyoming Business Council (WBC)
Resource Power 1
Information Power 3.5
Support Power 2.56

STRENGTHS	NEEDS
<p><i>Information</i></p> <ul style="list-style-type: none"> • Has technical knowledge. • Expertise is recognized. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of activity in the issue. • Large Membership. • Record of being well coordinated. • Record of awareness of the issue. • Cohesiveness. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Not Active in these types of issues. • Lacks Statutory Control of the Resource. • Lacks Personnel resources. • Lacks Physical Control of the resource. Not Central to mission.

Wyoming Legislature: Agriculture Committee(WLAC)

Resource Power 0.88

Information Power 1

Support Power 2.89

STRENGTHS	NEEDS
<p><i>Information</i></p> <ul style="list-style-type: none"> • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of awareness of the issue. • Cohesiveness. • Experience in politics. • Record of being well coordinated. • Record of activity in the issue. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Values are not similar to political leadership. • Central to mission. • Lacks Physical Control of the resource. • Lacks Monetary Resources. • Lacks Statutory Control of the Resource. • Lacks Personnel resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information is not easily understood [I think they can understand technical information] • Expertise is not recognized. • Not Experienced in collecting and distributing data.

Wyoming Outfitters Assoc. (WOA)

Resource Power 1.25

Information Power 0.25

Support Power 1.89

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> Active in these types of issues. <p><i>Support</i></p> <ul style="list-style-type: none"> Record of activity in the issue. Intense interest in issue. Experience in politics. <p>[I don't believe they have much experience in politics]</p>	<p><i>Resource</i></p> <ul style="list-style-type: none"> Lacks Statutory Control of the Resource. Lacks Monetary Resources. Lacks Physical Control of the resource. Not Central to mission. Lacks Personnel resources. <p><i>Information</i></p> <ul style="list-style-type: none"> Lacks technical knowledge. Not Experienced in collecting and distributing data. Expertise is not recognized. <p>[Expertise is recognized]</p> <ul style="list-style-type: none"> Technical information is not easily understood. <p><i>Support</i></p> <ul style="list-style-type: none"> Lacks Prestige and respect. Lacks Cohesiveness. Lacks The support of the general public. A record of not being well coordinated.

Petroleum Ass'n of Wyoming (PAW)

Resource Power 1.25

Information Power 2.75

Support Power 3.33

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none">• Active in these types of issues.• Support from general public. <p><i>Information</i></p> <ul style="list-style-type: none">• Expertise is recognized.• Technical information is easily understood. <p><i>Support</i></p> <ul style="list-style-type: none">• Intense interest in issue.• Experience in politics.• Record of activity in the issue.• Large Membership.• Record of being well coordinated.• Prestige and respect.	<p><i>Resource</i></p> <ul style="list-style-type: none">• Values are not similar to political leadership.• Not Central to mission.• Lacks Statutory Control of the Resource.• Lacks Personnel resources.• Lacks Physical Control of the resource.

Upper Green River Cattlemen Assoc. (UGRCA)

Resource Power 1.62

Information Power 1

Support Power 2.89

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Central to mission. • Active in these types of issues. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information is easily understood. <p><i>Support</i></p> <ul style="list-style-type: none"> • Cohesiveness. • Record of activity in the issue. • Experience in politics. Intense interest in issue. • Record of being well coordinated. <p>Record of awareness of the issue.</p>	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Physical Control of the resource. • Values are not similar to political leadership. [values are similar to political leadership; I think the political leadership has values similar to the UGRCA] • Lacks Statutory Control of the Resource. • Lacks Monetary Resources. [this is the way we make our living. We do have monetary resources] • Lacks Personnel resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Not Experienced in collecting and distributing data. [The UGRCA has a good depth in collecting and analyzing data. It also has a depth of technical knowledge regarding data use and presentation. Ask the WG&FD to verify that we corrected their own errors.; we have collected and distributed data on this issue.] • Expertise is not recognized. • Lacks technical knowledge. [we have been forced to have technical knowledge; do not lack technical knowledge] <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks The support of the general public [has support of the general public on this issue; at least locally]

Wool Growers Assoc. (WOOL)

Resource Power 1.75

Information Power 2.75

Support Power 2.78

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Central to mission. • Active in these types of issues. <p><i>Information</i></p> <ul style="list-style-type: none"> • Experienced in collecting and distributing data. • Technical information is easily understood • Expertise is recognized. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of awareness of the issue. • Cohesiveness. • Record of activity in the issue. • Experience in politics. • Prestige and respect. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Physical Control of the resource. • Values are not similar to political leadership. [political leadership's values are similar to woolgrowers; values are usually similar to political leadership] <p>Lacks Personnel resources.</p> <ul style="list-style-type: none"> • Lacks Support from general public. • Lacks Statutory Control of the Resource. <p><i>Information</i></p> <ul style="list-style-type: none"> • Lacks technical knowledge. [disagree] <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks the support of the general public. [has support of the general public; no support of the general public!] • A record of not being well coordinated.

Shoshone National Forest (SNF)

Resource Power 2

Information Power 1

Support Power 2.89

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Central to mission. • Active in these types of issues. • Physical Control of the resource. • Monetary Resources. <p><i>Support</i></p> <ul style="list-style-type: none"> • Support of the general public. • Large Membership. • Intense interest in issue. • Record of awareness of the issue. • Prestige and respect. • Record of activity in the issue. • Experience in politics. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Support from general public. • Values are not similar to political leadership. • Lacks Statutory Control of the Resource. • Lacks Personnel resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is not recognized. • Not Experienced in collecting and distributing data. <p><i>Support</i></p> <ul style="list-style-type: none"> • A record of not being well coordinated. • Lacks Cohesiveness.

Farm Bureau Federation (FBF)
Resource Power 2
Information Power 3.75
Support Power 3.33

STRENGTHS	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Active in these types of issues. • Support from general public. [not sure the farm bureau has the support of the general public] • Monetary Resources. • Central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized. [not sure their expertise is recognized] • Experienced in collecting and distributing data. • Has technical knowledge. [how is technical knowledge defined?] • Technical information is easily understood. <p><i>Support</i></p> <ul style="list-style-type: none"> • Prestige and respect. [I disagree with prestige and respect] • Record of activity in the issue. • Record of awareness of the issue. • Cohesiveness. • Experience in politics. • Record of being well coordinated. • Intense interest in issue. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Physical Control of the resource. • Lacks Statutory Control of the Resource. • Values are not similar to political leadership. [I think the political leadership shares the values of the of the farm bureau] <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks Large Membership. [Membership may be large due to insurance, but have few active members; I question the lack of large membership and support from general public; Prestige and respect may not be universal statewide.]

Wyoming Outdoors Council (WOC)
Resource Power 2.25
Information Power 3.25
Support Power 3.44

STRENGTH	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Values similar to political leadership. [I don't think the political leadership shares WOC's value; NOT!] • Support from general public. • Active in these types of issues. • Central to mission. • Physical Control of the resource. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized. [Science is questioned when Toni Throop left this organization. He made Statement WY has cleanest water and air.] • Technical information is easily understood. • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of being well coordinated. • Record of activity in the issue. • Cohesiveness. • Experience in politics. [will not tell number of in-state members or where financial support is derived] • Intense interest in issue. Support of the general public. [county and people does not support their position on issues; I am not sure they have a lot of state wide support] 	<p><i>NEEDS</i></p> <p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Monetary Resources. • Lacks Statutory Control of the Resource. • Lacks Personnel resources. • Lacks physical control

Wyoming Mining Assoc'n (WMA.grp)

Resource Power 1.62

Information Power 2

Support Power 3.17

STRENGTH	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Monetary Resources. <p><i>Support</i></p> <ul style="list-style-type: none"> • Large Membership. • Prestige and respect. • Record of activity in the issue. • Experience in politics. • Support of the general public. • Cohesiveness. Intense interest in issue. • Record of being well coordinated. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Personnel resources. • Lacks Support from general public. • Values are not similar to political leadership. • Lacks Statutory Control of the Resource. • Not Central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information is not easily understood. <p>QUESTIONS</p> <p><i>Resource</i></p> <ul style="list-style-type: none"> • Physical Control of the resource. [have no control of the grizzly – may have control of land it walks on; No physical control] • Expertise is recognized. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of awareness of the issue.

Organization:
Teton County Commission (TCC.grp)
Resource Power 1.5
Information Power 1.12
Support Power 2.5

STRENGTH	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Support from general public. • Active in these types of issues. <p><i>Information</i></p> <ul style="list-style-type: none"> • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Cohesiveness. Experience in politics. • Record of activity in the issue. • Record of awareness of the issue. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Personnel resources. • Lacks Physical Control of the resource. • Values are not similar to political leadership. <p><i>Information</i></p> <ul style="list-style-type: none"> • Not Experienced in collecting and distributing data. • Technical information is not easily understood. • Lacks technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks Large Membership. <p><i>QUESTIONS</i></p> <p><i>Resource</i></p> <ul style="list-style-type: none"> • Monetary Resources. • Central to mission. • Statutory Control of the Resource. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of being well coordinated • intense interest in issue

Wyoming Legislature Travel & Recreation Committee (WLTRC.grp)

Resource Power 2.12

Information Power 1.25

Support Power 2.94

STRENGTH	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Statutory Control of the Resource. • Values similar to political leadership. <p><i>Information</i></p> <ul style="list-style-type: none"> • Has technical knowledge. [Usually does not have much technical knowledge. Relies on input from other agencies] <p><i>Support</i></p> <ul style="list-style-type: none"> • Intense interest in issue. • Record of activity in the issue. • Experience in politics. • Cohesiveness. • Record of being well coordinated. 	<p><i>NEEDS</i></p> <p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Personnel resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Not Experienced in collecting and distributing data. • Expertise is not recognized. • Technical information is not easily understood. <p><i>QUESTIONS</i></p> <p><i>Resource</i></p> <ul style="list-style-type: none"> • Physical Control of the resource. • Active in these types of issues. • Monetary Resources. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of awareness of the issue.

Bridger-Teton National Forest (BTNF.grp)

Resource Power 1.75

Information Power 1.62

Support Power 2.11

STRENGTH	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Active in these types of issues. <p><i>Support</i></p> <ul style="list-style-type: none"> • Record of awareness of the issue. 	<p><i>NEEDS</i></p> <p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Personnel resources. • Lacks Monetary Resources. • Lacks Physical Control of the resource. • Lacks Statutory Control of the Resource. • Lacks Support from general public. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is not recognized. • Technical information is not easily understood. • Not Experienced in collecting and distributing data. <p><i>Support</i></p> <ul style="list-style-type: none"> • A record of not being well coordinated. • Lacks The support of the general public. • Lacks Prestige and respect. <p><i>QUESTIONS</i></p> <p><i>Resource</i></p> <ul style="list-style-type: none"> • Central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Cohesiveness. • Record of activity in the issue

Wyoming Governors Office (WGO.grp)

Resource Power 2.75

Information Power 2.37

Support Power 3.44

STRENGTH	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Statutory Control of the Resource. • Values similar to political leadership. • Active in these types of issues. • Support from general public. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized. • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Experience in politics. • Prestige and respect. • Cohesiveness. • Record of being well coordinated. • Support of the general public. • Record of awareness of the issue. • Large Membership. • Intense interest in issue. • Record of activity in the issue. 	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Personnel resources. • Lacks Physical Control of the resource. • Not Central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Not Experienced in collecting and distributing data. <p align="center">QUESTIONS</p> <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information is easily understood.

Fish & Wildlife Service – Field Office (FWSFO)

Resource Power 2.87

Information Power 2.75

Support Power 3

STRENGTH	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Active in these types of issues. • Personnel resources. • Statutory Control of the Resource. • Central to mission. • Monetary Resources. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized • Has technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Cohesiveness. • Record of activity in the issue. • Record of awareness of the issue. • Record of being well coordinated. • Experience in politics. <p>Intense interest in issue</p>	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Support from general public. • Values are not similar to political leadership. <p><i>Information</i></p> <ul style="list-style-type: none"> • Technical information is not easily understood. <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks The support of the general public. <p>Lacks Large Membership.</p>

Wyoming Mining Assoc'n (WMA)
Resource Power 1.62
Information Power 2.5
Support Power 2.78

STRENGTH	NEEDS
<p><i>Resource</i></p> <ul style="list-style-type: none"> • Monetary Resources. • Active in these types of issues. • Physical Control of the resource. <p><i>Information</i></p> <ul style="list-style-type: none"> • Expertise is recognized. • Experienced in collecting and distributing data. <p><i>Support</i></p> <ul style="list-style-type: none"> • Large Membership. • Prestige and respect. • Record of activity in the issue. • Experience in politics. • Support of the general public. • Cohesiveness. <p>Record of being well coordinated</p>	<p><i>Resource</i></p> <ul style="list-style-type: none"> • Lacks Personnel resources. • Lacks Support from general public. • Values are not similar to political leadership. • Lacks Statutory Control of the Resource. • Not Central to mission. <p><i>Information</i></p> <ul style="list-style-type: none"> • Lacks technical knowledge. <p><i>Support</i></p> <ul style="list-style-type: none"> • Lacks a record of awareness of the issue.

Appendix F: Next Steps for Wyoming Game and Fish Department

Participants at the two workshops were asked to recommend to the WGFD how it should conduct the grizzly bear management planning process. The two workshops approached this question in different ways. We used brainstorming followed by pair-wise comparison in the first workshop and brainstorming followed by voting in the second. However, both workshops resulted in very similar recommendations. The raw record from the workshops is presented at the end of this section.

Summary:

Three principles emerge from the recommendations of the two workshops: Inclusiveness, Clear Communication, and Well Understood Procedures.

Inclusiveness. Both workshops favored a planning process that involves as many parties as possible. Participants seemed to agree that the WGFD should be especially careful to identify all stakeholders and invite them to participate. One of the main tasks facing the WGFD is to decide how this can be done. Participants did not seem to believe that everyone had to vote on every issue, or even that voting was the best way to make decisions. Rather, they seemed willing to follow some kind of consensus procedure. In developing that procedure the WGFD should be attentive to making sure that all the stakeholders have a say.

This could be done by announcing that the WGFD will convene a Steering Committee to draft the process for writing the plan, letting stakeholders comment on the composition of the Steering Committee, presenting the design to one or more public meetings, the Steering Committee revising the planning process, and, then, announcing the agreed-to planning process.

The Steering Committee might stay on to guide the planning process, or there might be some other procedure. But the basic principle is that stakeholders should have ample, clear, meaningful opportunities for involvement in writing the plan.

Keys to success: the process should be clearly described, non-threatening, respectful, educational, and stakeholder driven, and should emphasize listening.

Clear Communication. One of the issues that most concerned workshop participants was that the results of the planning process should not be pre-determined. Another issue that concerned participants was that all the stakeholders—indeed, maybe most stakeholders—do not understand the natural history, legal mandates, organizational missions, or practical opportunities involved in a grizzly bear management plan. Finally, participants believed that the workshops were a good first step, but to be successful the planning process must be clearly described and thoroughly discussed by the stakeholders.

Well-Understood Procedures. First, participants want to understand the context for building a Grizzly Bear Management Plan: what is the current legal and population status, what are the

management options, who can really decide such things? Second, participants think it is very important that all stakeholders know how the plan will be written and who will do the writing. Third, participants want to know where in the planning process stakeholders will have an opportunity to be involved. Finally, they want to know if it is possible that after the stakeholders have worked out a plan someone else can step in and cancel all their hard work. This question was specifically raised about the role of the Game and Fish Commission, but could easily be asked of the legislature, governor, or some other body.

Powell:

What are the criteria for a successful Grizzly Bear Management Plan PROCESS?

Participants at the Powell workshop used a pair-wise comparison process to evaluate 12 different criteria for success. These criteria are ranked in descending order of importance (highest points are most important):

Criteria	(Points)
•Involvement of all Stakeholders	(114)
•Should have a concept of how we are going to develop the plan.	(112)
•All of the stakeholders should have a good understanding of the issue and one another's priorities.	(107)
•Should have adequate funds to conduct the plan.	(98)
•Try making it satisfactory and workable (attempt to meet needs of stakeholders)	(91)
•Stakeholders should have some sort of commitment to the process & outcomes.	(86)
•Development of the plan should not be promotional activity so that there is no predisposed outcome.	(85)
•We should look at the issue from a funding standpoint (leads to a secure funding base).	(83)
•Good understanding of how the decision will be made.	(75)
•Understanding of who will make the decision.	(51)
•Separation of the plan and the delisting process (as clearly distinct as possible)	(42)
•Stakeholders set timeframe.	(4)

Other Ideas about the Planning Process

Unranked suggestions by workshop participants:

- Excluding ALL stakeholders who don't have understanding of the issues suggests an Elitist view.
- Who ARE the stakeholders?
- Recall that the ESA & EIS processes are behind this consideration.

III. What should be the type of process for developing the grizzly bear management plan? That is, what process will meet the group's criteria? and What process will match the political realities?

Unranked Suggestions from Participants:

- WGFD writes the plan and everyone sends in comments.
- Hold series of public meetings, then the WGFD writes the plan.
- Inclusive process/ NOT voting to address criteria.
- Examine previous models for management plans.
- Gathering the methods currently being used to manage the Grizzly Bear.
- Figure out who are really the stakeholders.

What are the behavioral rules for a workable process?

Unranked Suggestions from Participants:

- Open dialogue
- Respect, no personal criticism.
- Examine and reflect on all the evidence presented.
- No discounting of opinions; Respect.
- Non-threatening.
- Good listening.
- Agree upon time frame.
- Agree to look honestly at others' needs.
- Stakeholders set the rules
- Consensus driven
- Must decide standards for "good science."
- Inclusive

What does "Inclusive" mean?

Unranked Participant Suggestions:

- Geographic Scope?
- Consistency/Continuity
- Methods of Inclusion
- Going to where people are
- Various ways of being inclusive
May use multiple methods of including.
- Decide how to weight input from stakeholders.

What is "Consensus?"

Unranked Participant Suggestions:

- Everyone is equally angry
- No one completely satisfied
nor completely loses
- Requires discussion of the root cause of the problem.
- Informed consent

Definition of Consensus:

- Agreements reached by the team that each member can live with and support in public.
- NOT a vote or poll.
- Not necessarily complete unanimity.
- If a person doesn't like decision but will not block it or give it bad press (i.e., step aside) then consensus is reached.
- Goal driven.

Who finally decides if the Plan is OK?

Unranked suggestions by workshop participants:

- Department of Game and Fish--Commission
- It's a multi-layered question.
- Not good if Courts must decide.
- FWS must accept that it doesn't cause relisting.

What One Thing Do I want to tell Wyoming Game & Fish Department?

Unranked Participant Suggestions:

- Arrive at a plan in an expedient manner.
- Don't proceed without (federal) funding sufficient to allow management.
- Tell them all of the Rules.
- There must be a Public Outreach aspect to the process.
- Be sure to base decisions on good science, credible data. Must decide standards for "good science."
- Consider Politics.
- Consider an "alternative" decision making process.
- Coordinate with other management plans of other agencies.

What is the likelihood that the Management Plan Process will be a success?

- What is the likelihood that the plan will be challenged? 70%.
- Success or failure of the Conservation Strategy will likely govern whether the Management Plan is challenged.
- AT THIS TIME should be building a list of stakeholders
- Begin process of education--which will take some time, including dispelling some "misinformation."
 - Education should include:
 - ✓recovery plan
 - ✓Conservation strategy
 - ✓about bears
 - ✓Process issues
 - ✓Experience of people who have to live with the bears
 - ✓What all the terms and acronyms mean.

Riverton:

What are the criteria for a successful Grizzly Bear Management Plan PROCESS?

Top 4 Criteria

- Integrative negotiation
- High Public Involvement
- High public education
- Clearly established sideboards

All Suggested Criteria

****All authoritative parties decide that developing this plan is a goal****

- Integrative negotiation
- Clearly established sideboards
- High level of public involvement
- High level of public education
- Full time facilitator
- Determine who will draft it
- Political masters buy in on final product
- Knowing who pays for the planning process
- Identify participants
- Identify participants' negotiating power and authority
- Know the political process and decision making process
- Level playing field
- Know your Best Alternative to a Negotiation
- Resources must be available
- Plan must be credible
- Plan should be a group effort
- Knowledge gaps identified
- Identify editor
- Guard integrity of group process
- Group reviews draft before it goes to decision makers

Recommend a preferred planning process:

- Have a working group, include stakeholders, develop plan through a series of meetings
- Start with recommendations for Game and Fish Department and discuss recommendations
- One big group

Steps

- This meeting
- Analyzed stakeholders
- Listed issues
- Making recommendations
- Select the Working Group
- Education
- Public education
- Working group

Options

- WGFD leads (participants go through document a little at a time) larger groups steering committee
open public meetings
 - What does WGFD need for education?
Money
Issues and concerns
Social/economic issues
 - Options: Steering Committee
Decision authority
The steering committee writes the draft
- or
- the steering committee reviews the draft after it is written
Identification of Issues
Steering committee & WGFD decide on TOC
- or
- Steering committee members work from assignments
- or
- WGFD writes outline
Steering Committee modifies the outline
WGFD reviews and revises outline
- Efficiency is to have one writer then a review/revise process

Next

Steering committee should communicate with constituency (keep the groups informed)

Questions

- How will WGFD assure progress?
Every meeting will be substantive
Who will not 'plan to plan'?
- Who/how will decide the working group?
How big is it and who?
A vested interest?
All inclusive?
Two from each org.?
Will every one be covered?
Work with existing group (at this meeting)
- Who on the steering Committee?
First step: How
Modified Delphi Technique to current list: then --Group according to interests; then --invite groups to a meeting; then --ask group to select their representative
- How do you gather non-affiliates?
NOT a public meeting notice
Try snowballing technique

Appendix G: Participant Evaluations

Participant comments from the Powell LIAM Workshop (August 1999)

Strengths:

- Developed better understanding of numerous fundamentals related to the issue
- Initiated dialog among stakeholders
- Well organized and “paced”
- Thought provoking
- Set questions added to overall defined structure of the workshop
- Good note taking
- Seek to verify the focus of the issue analysis: “plan” v “process for plan” v “process for designing the process for the plan”
- Bringing together of interested parties
- Open dialog and exchange of ideas
- Educating interested parties of process
- The staff was very helpful and knowledgeable. Enjoyed meeting everyone. A very organized group.
- You did an excellent job trying to keep people on track on a very difficult convoluted subject.
- Good workshop. Possibly could have been consolidated to one day. Possibly too much time on Q & A computer questions and criteria voting. Obvious from 2nd day afternoon that people wanted to get to the core of the issue through some one-on-one discussions.
- Workshop was well organized and facilitated. Major topics were very relevant.

Weaknesses:

- Confusion as to the issue at hand. Be sure to keep people on the issue.
- “How does G&F go about establishing the process to develop the plan?”
- I feel the basic question was weak and confusing. I believe we could have evaluated stakeholders based on developing a state plan, rather than the process would have been better.
- All stakeholders need to be analyzed. Had I known that one vote for a stakeholder to be analyzed was the same as 10 I would have voted differently. Stakeholders shouldn’t be allowed to be combined or it should apply across the board.
- Need to clarify what will the game & fish do with the information it has received at these meetings. I don’t believe the commission has really bought into this—Will this really go ahead??
- The two-day workshop is a waste as far as participating parties are concerned. This workshop should be undertaken at the WG&FD level and then proceed with the meatier issues for public participation.
- LIAM—analyzing “organizationa” for modeling purposes with little knowledge of the “mission’ of that organization.
- In identifying the stakeholders—I believe we were too specific by including “minor” groups or groups that were unorganized and difficult to model.
- Consolidate time of workshop into 1-1.5 days. Big commitment and groups tend to exclude themselves at the early stages.

Comments:

- Please be sure to send all the participants minutes and refined notes of the flip charts.
- Essentially a good workshop, it was an exercise in quantifying and organizing what we already know. The question is can we as a group keep the goal in view with minimal conflicts? I feel this was a good

opportunity for the “key” people involved to come together and hopefully work to respect one another to reach a common goal. I feel as facilitators you did a very good job. Thank you.

- LIAM and the process have potential—however, there needs to be a better understanding of the Fed/State agency process as far as the questions are concerned.
- The individuals involved were easy to work with and congenial, but refining the process for game and fish personnel would be a better avenue to proceed with.
- Paired comparison took way too much time. With a little more effort on the part of the facilitators we could have got down to the meat of detailing the steps in the process. However I was pleased with the format—content and dialogue. Good representation of varied interests.
- The process we’ve gone through is a good exercise. I’m not sure that some people realized that it was just an exercise. The strength is the report which will allow us to replicate it for other projects. The weakness that perplexed our team was confusion of what we were doing—plan or fear or plan of bear—when answering the questions generated. The list of stakeholders we generated was incomplete and we didn’t know what certain groups were involved in. Again, I see it as an exercise in how to do the process, but some folks really resorted to stereotype fashion i.e., In a real situation maybe the stakeholders would provide their mission statement plus 3’s of members, etc.
- I enjoyed the opportunity to meet the diverse folks here.
- Your presentation was personable and effective. I liked the team approach as well as the colors.
- I liked both formats of learning (lecture and adaptive)
- The Team worked well together, allowed group to go farther
- Good application and explanations of our existing decision-making process
- Sometimes things could’ve been explained more thoroughly, as most of the group untrained or unknowledgeable concerning procedural steps/thinking process of LIAM—maybe it was just me.

Participant Comments from the Riverton LIAM workshop

Strengths:

- Overall structure was very good
- Group worked well together
- LIAM exercise was excellent
- Final Thought: for all that frustration along the way, each step ended at a point where my concerns were resolved.
- The team from USGS was skilled in LIAM process
- The team had no interest in the outcome
- The team was good at keeping participants on task and moving along
- The team was courteous, respectful and had humor
- Good facilities
- Meeting kept moving
- Steps were small and simple enough to follow
- Independent facilitators
- Presentation was friendly and professional
- Personnel involved as facilitators were creditable, knowledgeable, etc.
- Very productive in identifying positions, identities of groups (the spectrum) and how we move forward from here.
- Good job developing criteria and process—it will be very helpful in moving forward.
- The meeting revealed the potential road blocks and exposed group's positions.
- Very good job setting almost everyone to participate and contribute.
- LIAM analysis
- Identification of stakeholders
- Recommendations for a process
- Engaging process (between facilitators and participants)
- Emphasis on the importance of the chronology of the process and criteria for success
- Opportunity to review and study results during the workshop and afterwards.
- Process was clear and crisp
- Computer model was accurate in evaluating different interests
- Personnel knew process and made it clear
- Was leery of the process of it. But turned out to be very informative.
- Thanks for your help.
- Attitude of Staff and Attendees
- Weather
- Food
- Focus
- Process
- Presenters
- Education—New Ideas
- Interaction
- Inclusion of those directly affected
- Worked in Teams
- Facilitators were excellent

Weaknesses:

- No ground rules, some dominated conversation and raised hands were missed.
- Some questions were a bit confusing
- Best process for writing management plan was cumbersome—provide examples maybe.

- Can't think of anything.
- Some sessions started without adequate explanation of the objective.
- We (some participants) failed to differentiate (as told to do) that we were developing a process for writing a plan.
- I failed when analyzing groups to do so only on the grizzly bear management.
- I thought it would be a useless process, it wasn't.
- Criteria=plural, Criterion=singular
- Watch for redundancy
- Specifics for ensuring all interested stakeholders are included in the process
- Failure to have multiple LIAM analyses of various stakeholders
- Little discussion of how to proceed if the process stalls or breaks down.
- Make sure you highlight that participants should review written descriptions of groups.
- They sum up groups better than the abbreviated materials on the walls.
- Need a better introduction as to why the LIAM and the lists of stakeholders and issues are needed in order to process a process for a procedure.
- I don't believe the process accurately described the groups.
- Didn't clearly define before meeting that discussion would be about process.
- Process is too lengthy to accomplish so little.
- Process seems to be moving away from those directly affected.



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To link social science with the natural and physical sciences by investigating how humans interact with the environment.

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02-12-98

NEW NEW [Legal-Institutional Analysis Model Software](#) (LIAM) has been released by the [Social, Economic, and Institutional Analysis Section](#). LIAM is used extensively in managing environmental conflict (See the courses [EC417 Natural Resource Negotiation and Decision Making](#) and [EC420 Advanced Training in Natural Resource Negotiation](#) or contact [Dr. Berton Lee Lamb](#) for more details).

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Last Modified: **11.01.1999 11:18 -0700**

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