

BUILDING CONSENSUS & FINDING SHARED SOLUTIONS
For Implementation of the US Forest Service and Bureau of Land
Management Sage-Grouse Plan Amendments

Workshop Report

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THE CIRCLE

IF YOU:

LISTEN WITH RESPECT...

UNDERSTANDING,

TRUST,

LEARNING,

A NEW PERCEPTION,

GROWING,

RESOLVING

ADAPTING

WILL RESULT.

** *Insights and additional process explanation for each of the activities can be found in: Chadwick, Robert. 2012. Finding New Ground: Beyond Conflict to Consensus. One Tree Publishing: Terrebonne, OR. (FNG – page numbers noted in each section)*

DAY ONE: SETTING THE STAGE & LEARNING ABOUT CONFLICT

Convening the workshop (FNG p.112, 165)

As participants enter the room, they encounter the large circle of chairs with flip charts behind the chairs. The setting typically gives people the notion that this is going to be a different kind of workshop. After people were seated, Laura began talking about the session, her history of working with people in NV, and background information about the session. This was done in a calm and deliberative tone so that people can mentally as well as physically come into the circle. It helps prepare people to listen.

Pam Robinson, representing the State of Nevada, welcomed the group. She explained that the Collaborative Network concept (see Appendix 1) and this workshop represent an important move forward in how the state of NV, along with their partners, are trying to find ways to work together to create the relationships needed to protect sage-grouse habitat and solve complex ecosystem problems in a way that protects culture and economy across the state. She thanked everyone for coming and committing time to learn together, noting that the successful collaborative implementation of the sage-grouse plans will require the concerted effort of everyone in this room.

Mike and Diane then introduced themselves, reviewed the agenda for the session, and explained what participants could expect over the next three days.

Grounding (FNG p107, 121, 152)

Ron Cerri was selected from among the early arrivals to lead the grounding and was coached by instructors. The intent was to have participants facilitate themselves as soon as possible, so they can begin building the skills and confidence to work through conflict in their own environment. Ron had participants answer the following questions in turn.

- *Introduce yourself and your relationship to implementation of the sage-grouse plans?*
- *What are your expectations for this workshop?*
- *How do you feel about being here?*

After each person in the group answered the questions for themselves, instructors provided insights to the activity.

Breaking into small groups (FNG p.175)

It is sometimes helpful to break a large community into a number of smaller circle subsets. In conflict situations, the choice depends on the number of people, the intensity of the conflict among participants, and available time. Groups exceeding 25 people will normally require this choice; there were 80 people in this session.

Small group facilitators were selected first and numbered off 1-10. Each of these volunteers had previously attended workshops and were familiar with the process; Richard Bradbury, Liz Munn, Agee Smith, Tim Rubald, Sherm Swanson, David Pritchett, Sheila Anderson, Robin Boies, Mark Freese, and Elizabeth Spaulding. The remaining participants were divided into sub-groups – rancher/livestock, county commissioners, energy/minerals, conservation/sportsmen, SEC, BLM, FS, State agencies, FWS, other - to ensure representation of the whole group in the small groups. Within each sub-group, participants numbered off 1-10, creating 10 groups of 8 people. Participants were instructed to take their chairs and move them to form small circles in front of the easel assigned to their group.

Greeting circle (FNG p175)

The small group facilitators were instructed in advance on how to do the greeting circle, and then asked to lead their group through the activity.

Lifelong learning (FNG p199)

Following the greeting circle, “Lifelong Learning” questions were introduced and each person answered the questions in a talking circle, with no written answers. The two questions were:

- *How did you feel being in the greeting circle?*
- *What did you learn that can help improve our collaboration?*

Instructors then provided insights to the activity and the value of tapping the ability of the human brain to help us solve complex problems by filling the unfinished space, also known as the “Vanna White Effect.”

Role of facilitator and recorder (FNG p212-242)

Instructors read off the roles and process expectations from prepared flipcharts. It was noted that in conflict situations, the participants are asked to answer questions to the flipchart about the roles in order to provide an opportunity to explore an issue that is not threatening, nor part of the conflict. This activity helps establish a “safe” learning environment and process.

Worst and best outcomes of the workshop (FNG p243-268)

Small group facilitators became recorders, and new facilitators were chosen. Participants were provided the opportunity to express their worst and best outcomes for the workshop. The worst outcomes were recorded directly to the flip chart, and reported out to the large group.

- *What are the worst possible outcomes of **spending** three days in this workshop?*

What are the worst possible outcomes of spending two and a half days in this workshop?

(A Collective Statement)

The realization that this did not matter and nothing we did here will result in anything = waste of time. Everyone walks out realizing our views will never align and litigation. Walking away lacking accomplishment and frustration. My biggest pet peeve is no action items. Failure to remember what was discussed. People leave thinking that the outcome was pre-determined. There is no outcome whatsoever. People leave more polarized then when they got here – they never come back or never participate again. Continue business as usual with regulatory top down management.

I would say that the situation becomes more contentious or that people don't speak their minds – I think that we always have a voice and this block of time is for people to speak their minds. I think – people will leave feeling frustrated or that they haven't been heard. That people felt heard that they did not get a chance to speak their mind that people were not part of the process.

If we don't have consensus, people will feel like they wasted their time; it could have been better spent elsewhere. Have heard from folks that nothing ever happens. I have crossed the threshold of 50 and everyday counts. So the thought of wasting a day that I won't learn something.... All a big waste of time.

Despair, in four more years we will be faced with a listing decision and large blocks of people not feel any steps forward – despair of no action on the ground. That we didn't have discussion on some of the hard issues facing sage grouse and sagebrush ecosystems today.

A lot of people in agencies get beaten down. More distrust of and for Federal agencies. I would say that relationships get worse rather than better. Lack of trust is accentuated between agencies and partners. Don't leave with follow up. Burnout from landowners, agencies and all directions. Break down of relationships that we are trying to build. Time wasted; duty to public to come out with a shared vision. What we are learning here does not get translated back to local level where it really should apply or should applied. Not able to carry info forward to work with partners.

A lot of work not getting done at my job. Other things at home, things could go to heck there but it is in good hands and I don't have to worry. Insufficiently prepared for a class that I have to teach next Tuesday.

Don't learn from the event, power of facilitation and as people how to use facilitation – failed. Collaboration training has been cliché, the opportunity to learn lives up to predecessors. No opportunity to use it – that is what I say. People leave thinking collaboration is gimmicky. That we leave confused about how to encourage facilitation to the people closer to the ground. Worst case scenario is adding to the confusion.

Spending 3-days here and going away not understanding the collaborative process. Getting to day 3 and still having questions on day 3 on what we are doing. Would go home without the tools that you came to learn. Not coming to a consensus on issues that we are discussing.

People want this to count for something; be back to the office with three days of emails and danger that this is lost. Not making any progress and knowing that piles of work keeps growing. Missing comments deadline on NAVY EIS. Over time this conference does not allow me to catch up on the 3 days of work that I was not able to get to.

Concern with accurate notetaking. I would be the note taker for three days.

I think if some of us get together and with people with whom we disagree, and our disagreement becomes worse. No outcome and further division. That everyone just goes back to business as usual – status quo. That we leave and our efforts and investment in time do not allow to be better positioned to effectively work together to solve problems. We leave after three days and nothing else happens and we forget.

If we spend too much time worrying about offending people that we don't adequately address the grouse issues, then I will go crazy. Conflict increases and resource conditions degrade even faster – leading to economic and natural system collapse. Where instead of coming to consensus we emphasize conflict and leave at each other's throats. Coming to consensus and then losing a lawsuit from NGO or enviro group.

The right words are being said but subsequent actions don't happen. I would say that maybe I learned a point of view that I did not know before and then it irritates me for some reason. Unfortunately, we have been there many times where agreements are reached and then stripped away. We make progress over these days and don't follow through with commitments.

That we leave more frustrated than we came. I think it would be to continue doing the same thing as before. Leave here feeling same hopelessness that they came with. Not advancing from where we are. Stalemate, with burned bridges. Action planning and implementation and walking away and accepting the outcome. So, my initial knee jerk – free association – I am an action person.

We are all coming with different perspectives of where we are coming from and the worst outcome is that we leave here with very different understanding of possible outcomes. Often in meetings people get heated and have usable _____. As long as we can move towards a plan amendment and move towards actions identified and action implementation. A pattern is if we agree upon a solution and the greater national process led elsewhere. I would agree we have to identify problems. Path forward to solve the identified problems.

That the participants don't fully grasp the importance of finding a way to successfully implement the plan and the Sage Grouse is listed. No clarity with regard to SG plan implementation confusion continues and retreat back to our groups we come from and barricade. Ineffectual actions forward the sage grouse ecosystem and collapse of real community and industry with no benefit to sage grouse or other wildlife or landscapes.

That participants leave the workshop feeling that there are too many insurmountable obstacles to make collaboration work. That we have not gotten anywhere. Have not come to any solutions. Not being able to come to consensus and more division. Failure to come to consensus. No answers no decisions and no progress. No clarity of purpose; no action items

I think one of the worst outcomes of these 3 days will be people butting heads and not listening or repeating each other's viewpoints. Individuals or groups walking out on the process or walking out. Increased friction between land management agencies and partners, permit holders and _____. Fist fight – not respect each other. The worst possible outcome would be death obviously but, short of that I think that the WPO would be people leaving with a larger distrust of each other and a subconscious desire to make the plan fail, or conscious I guess.

Everyone goes away mad at one another realizing this process won't work. Failure for people to speak authentically -> express themselves honestly. Failure of Federal agencies not addressing landowner/ranchers needs. Failure to comply with ___ from budget and LCB office.

We all just get so frustrated and we adjourn to the casino and gamble our pay check away. I thought we might get sucked into a zombie apocalypse, or something. A Reno flight crashes into the Nugget. Food poisoning. The truck breaks down on the way home.

The worst/best possibility insight was given to the groups in order to allow their minds to consider the duality facing us with nearly every future activity or experience. Worst possible outcomes are imagined future events; they haven't occurred yet but often are felt strongly in the present. They are usually based on past experiences, and spring from our "reptilian" brain, the fight or flight center of our mind. For nearly every human experience there is a worst outcome; and if not acknowledged can become a self-fulfilling prophecy. AND, it is only one possibility.

It is also possible to create our best possible outcomes. Best Possible Outcomes are also future imagined events, but may be strongly felt in the present. Unlike worst possible outcomes, many people have not experienced best outcomes; so can only imagine them. They can become self-fulfilling prophecies (a purpose) when strongly held and worked towards by people.

Following the insight, the small groups recorded their Best Possible Outcomes on 3x5 cards.

- *If we choose to learn and work together, what will be the best possible outcomes of investing three days in this workshop?*

After answers were written, groups were asked to reform the large circle, and each person in turn read off the Best Possible Outcomes from their card.

If we choose to learn and work together, what will be the best possible outcomes of *investing* two and a half days in this workshop?

(A Collective Statement/Purpose)

I learn something. We all learn to facilitate collaboration in our small work worlds. We learn and apply the skills and realize our goals of healthy rural communities, healthy habitats and we are all on 60 minutes and become millionaires.

We learn empathy and perspective of other, non-federal groups. I will learn skills that can be used elsewhere. We learn new perspectives and ideas for implementing the plan that we wouldn't have been able to identify individually. That we learn a process that we can take back and use to help solve issues. We pass on skills to others. Participants leave with the tools to identify and resolve issues in a collaborative manner.

Everyone feels heard and we hear others. With a desire for communication there is a shared vision, commitment to continue to work together, new relationships built and next steps identified. All participants feel their interests and concerns are addressed, discussed and respected.

We are able to speak a common voice when returning to our localities, workplaces and/or group meetings. Everyone leaves feeling and acting comfortable about the LUPA, understands how they and others will benefit from its successful implementation, strive to communicate this to others, and commit to achieving that success. Our Nevada mining and grazing industry remains sustainable on public lands, and state, federal and private partners establish a foundation of open communication and trust.

We are respecting our differences and circumstances. There is ownership of the future and a plan to move forward. It is a shared vision with collective ideas. We begin working through doubt and difficult conversations – not around. We will have eliminated pessimism, feeling threatened and negative attitudes toward implementation of the RODs.

There is mutual Respect, and understanding of each other's concerns. That we commit to work together to understand and resolve issues that come up as the FS and BLM implement the direction in the plan amendments resulting in more effective land management and better conditions on the ground. We understand the value of really listening/hearing one another.

We begin relationship building, trust and communication among groups. There is increased trust and commitment to seeing collaborative resolution of issues in implementing sage grouse conservation areas. That we build trust with each other and get buy-in and everyone is in agreement on SG management for NV. There are new relationships.

Relationships will be developed so we can work together to agree on community goals that will ultimately be a win-win for everyone. There are strong relationships that are built on trust and respect. With a path forward I build better relationships ~ great relationships. Participants

develop relationships and tools that allow successful cooperation which leads to wild horses at AML and sage grouse and other wildlife flourishing, ranching and mining communities healthy.

We start on long-term, high trust relationships and process with increased trust. Build and strengthen relationships. There are shared perspectives, comprehensive direction and momentum, shared purpose, positive professional working relationships; leaving with tools to better facilitate/guide/coordinate people in conflicted situations. We seek relationship-based problem solving.

We build relationships that help us work together on issues that go beyond sage grouse. Establish trust with each other through relationships we develop. We are building strong collaborative relationships that result in positive solutions to issues and challenges with GRSG conservation and management. Create meaningful relationships with stakeholders that I can use and rely on in the future.

We reach an understanding and an ‘end point’ agreement is achieved between land managers and land users. That the relationships and understanding created here will be resilient enough to withstand future potential upheavals.

We would advance our understanding and trust in each other and move towards a common goal. A higher level of trust is to be established. We begin to build trust with each other. We leave feeling confident and optimistic that collectively we can achieve successful implementation of the sage grouse land use plan amendments to restore and maintain sagebrush habitat in Nevada. We set clear expectations and goals.

We will better understand each other’s needs and goals and therefore work together to achieve best possible outcomes in regards to SG implementation plan. We all understand each other’s interests, concerns and dreams better. Understanding everyone’s perspective and working together to avoid ESA listing while continuing multiple uses in SG habitat. There is an understanding of participant different concerns. Develop better understanding of each other.

We may not all agree and get along, but we would move forward in our thinking or our actions. We understand each person’s goals and what it is like in their shoes, what motivates them to accomplish an outcome for good habitat. Understanding of BLM/FS plan requirements or side boards for collaborative implementation of the plan. We understand needs and goals of all stakeholders and develop an achievable plan that can benefit all stakeholders.

We will collectively create such a strong logic driven reasonable respectful solution – oriented movement that we will shape working answers that will prevail in court. Individual confidence in commitment in working toward shared objectives. That we came to the realization that we all are not going to get exactly what we want and that some changes are going to have to be made to conserve, enhance and restore sage-grouse and the habitat they depend on.

We have a great experience, a solution and consensus. We would reach a consensus on a clear path forward for plan implementation on the ground. Hard stances would be softened, all sides are better understood and there would be a willingness to reach win/win situations and solutions rather than a big stick block.

We are using out of the box thinking in reaching consensus. Through consensus, we identify and understand the ridiculous tenants of the adopted plan and move to replace it with a true collaboratively developed plan – not a collaborative way to implement a flawed plan. We successfully implement a Sage Grouse Plan.

We create a core group of people ready to work together collectively through consensus building to resolve potential conflicts arising from implementation of the sage grouse amendment. We are making headway forward thru compromise/partnership. Consensus, successful implementation, net conservation gain results, CCS succeeds. Consensus is achieved, progress is felt, next steps are clear. Forward momentum is happening.

Self-building/sustaining synergy-people become invested beyond their personal and professional interests and work to benefit all. We have clear knowledge of priority concerns and have a clear direction on how to remedy those concerns. Actually getting ideas/concerns hammered out and not just kick the can down the road. Accomplishing these tasks with a true common-sense multiple use philosophy.

We develop a framework to work together. We all agree to endeavor to work together better in the future. There is increased opportunities to put differences aside to work together to develop acceptable solutions. We determine latitude in decision spaces for implementation as consistent with broad plan. I don't know!

We have a willingness to seek mutual solutions, together and build awareness and appreciation of where we come from and integrity and commitment to the process and outcomes. We seek a collaborative agreement on the bird and it results. The beginning of a collaborative solution for SG management is developed, as well the framework of a community based collaborative that can tackle other challenging issues.

There is a grassroots movement to restore resilience to the sage brush ecosystem. Agencies, industry and conservation communities are working together towards increasing resources and benefits for everyone. We will be encouraged and motivated to work together for future success. Beginning proactive of implementation on the ground while trouble shooting together the bumps along that "road." There are open possibilities!

We identify ways to move forward in a positive direction for communities, economies and ecosystem health. We become the model for how to navigate contentious issues in a polarized nation and our model is replicated across the country. Identify problems or challenges. . Set a framework to address those challenges/problems. Establish goals and objectives.

Nevada becomes a leader and model in solving resource issues and a model of functioning and civil democratic processes from the ground up. See how we can apply this process for other roles. We leave with understanding of how collaboration process can work, with tools to use to reach a consensus on implementing ____; sage grouse habitat.

We have a process to handle problem-solving of implementation roadblocks. There is mutual understanding and acceptance to a solution or process to reach a way to make decisions. We have a process that leads to specific next steps that individuals and groups can act on to achieve

our desired outcomes. We are prioritizing implementation jobs – first, second, third. There is a public process to check on meeting implementation goals and objectives (i.e., newsletters, emails).

We will have a list of action items based on our consensus – of where we go from here. A set of action items being identified with a plan and time frame to address them. This includes needed changes to plans to make them acceptable to all (consensus). The spirit of collaboration will infect rangeland managers across the Great Basin to create on-the-ground actions that sustain or increase resilience to disturbance and resistance to invasive species.

All involved have a commitment to economic success of land uses and economic success of conservation actions. We are solving problems through the creation of action items and a linear mechanism by which to accomplish these tasks. We craft a successful product for permitting and ecosystem for the GRSG.

We come away with a way to implement the plans that will achieve a positive outcome for all invested parties. We will see more local area planning groups inspired to implement the ground conservation. That we make headway in resolving how the SG plan is going to be implemented. That management will be informed by on the ground experience and everyone will benefit. A process or road map to move forward with sage grouse plan implementation.

Solution based implementation and management of S.G. Plan that supports the ecology, economy and preserves the social and cultural diversity of Nevada. Support and incentivization of community based conservation through funding, policy and regulation. We are achieving defensible regulatory decisions that provide for mitigation, enhancement and protection of the GSG.

There will be greater clarity regarding SG plan implementation, a greater understanding of the pitfalls, and developed and implemented decisions that all parties can live with and that are good for sagebrush ecosystems and the bird. We will begin working on the ground, addressing the actual problems related to sage grouse needs, land resources and helping people to continue to be successful in their use of our natural resources.

We provide for healthy rangelands viable and community economic stability. Sage grouse never gets listed and Western Watersheds becomes defunct because they no longer have distrust and conflict to feed upon. We have a positive effect on the health of the land. That it rains and snows in ample amounts to help rehabilitate the habitat.

There is a healthy sagebrush ecosystem and economy. We could find some way to convince the rule makers that the sage ecosystem can thrive even with continued multiple uses. Sage grouse recovered. The sage grouse will no longer be on the threatened list and the land will be better for future generations to use and to enjoy.

We have generational ranch and rural community prosperity. There is a stronger Great Basin community that includes healthier water, wildlife, deserts, and forest. It becomes a limitless future for every generation. There are horses at AML. The best possible outcome will be invested

communities and healthy resilient sagebrush rangelands – the health of which will feed the other.

Private landowners will be able to not only maintain their livelihoods, but will also benefit financially and enhance the natural resources on private lands and public allotments. Industry will continue thrive, conservation efforts will escalate and the general public will have the knowledge to respect the diversity of healthy R and R (resistant and resilient) sagebrush ecosystems.

There is a healthy economy in rural counties. We find a way to get adequate resources – financial, staff, etc to get the implementation job done. With our annual reports we are celebrating progress on implementation in NV. I also find new opportunities for me and my business.

We are granting the Great Basin 70+ new facilitators because there is enough commitment and interest to inspire projects and accountability. We see the loss of fear of moving forward, and an answer to questions. Because of the cooperation, skill, trust, and collaboration developed, the plans are implemented without any lawsuits and the bird is never listed.

We become the model for collaborative decision making, not just for sage grouse but for all natural resources issues in the sagebrush ecosystem. We are proving that collaboration can work to provide a roadmap/structure for working together going forward. We educate those who are unable to attend this workshop.

We execute/implement realistic and adaptable solution. The Bird is not listed and there is continued successful collaboration.

- 1. Habitat riparian/sagebrush/ecosystem, to accomplish this enhanced to conserved restore*
- 2. Livelihoods (ranches, communities) enhance, preserved in tandem W/Ist outcome*
- 3. Concerns toward next steps action items to achieve outcomes 1+2*

Collective statement definition (FNG p. 354)

The purpose of collective statements is to put like thoughts together and arrange paragraphs to provide a flow throughout, as it would if one were telling a story. This insures that every person will have his/her comments included in the record. There is no “right” way to do these; the main idea is that all of the words of every person is included, and that they are categorized with similar thoughts. This allows people to begin seeing similarities and differences, and helps build consensus. In the collective statement, the responses are grouped rather than left as separate statements.

Exploring conflict and unresolved conflict (FNG p280)

A five member panel was selected to begin this discussion in the large group. The first two panelists (Bettina Scherer and Odin Christensen) were asked to answer the following question:

- What is your definition of conflict and how do you feel about it?*

The other three panelists (Steve Boies, Marci Todd, John Tull) were asked answer the following question:

- *What is the evidence of unresolved conflict in your environment and how do you feel about it?*

Instructors provided insights about conflict, which is not the same as a difference of opinion or a disagreement because it includes power (push-pull activity, FNG p. 299).

The large group then reformed their small groups. Previous facilitators became recorders and new facilitators were chosen. Half of the groups were asked to answer the definition question, and the other half was asked to answer the evidence question. After the information was recorded to the flip charts, the recorders read off answers to the large group.

What is the definition of conflict and how do you feel about it?

(A Collective Statement)

So, to me, conflict can be as little as a difference of opinion or a barrier to progress. I think conflict, to me, is a serious unresolved disagreement. Conflict is apparent disagreement or disharmony. Conflict is opposing ideas or ideologies

Inability to communicate and understand. Indifferent (learn to embrace it.) Engrained differences in opinions and thought that result from lack of communication. At times frustrating but necessary for progress. It's better to resolve than to leave unresolved. An opposing view currently without resolution. Sucks but it is necessary to reach resolution.

Disagreement based on emotion and personal bias – uncomfortable but necessary. Is disagreement. When people have difference. Lack of agreement on what to do or how to go about doing it. Difference of opinion that involves steeping emotion. Serious disagreement which I dislike and avoid so I address small disagreements when they are small so they don't become emotional issues.

Depends on the type of conflict – I think Marci was right. It can be facilitated change. Conflict I hate is when people refuse to even engage. Usually you can resolve conflict, you don't get everything you want. When you can't resolve conflict and party must change a little. Uncomfortable but necessary if something that matters to you. When people are vested in values that is when conflict arises. I have been in places when conflict is healthy and sometimes it is not healthy. Range of conflicts often originating in people's life experiences. Vested interest over values that are opposed or causing the issues. Crisis of divergent visions. I feel it is an opportunity for a _____.

Physical conflict or war – disharmony and lack of agreement on values. Some conflicts are noble but I hate it. I think it is necessary but it does not necessarily have to be violent in nature. I am – nothing is right or wrong thinking, therefore conflict is the difference between how we perceive something.

Everyday life is made of conflict, it is what you do with it. Depends on the type of conflict. If you're just hating the being in the same room with someone, I am not too fond of that. I'm okay with it as long as people express their position and what their perspective is. Opposing views that view the same vision to get different outcomes. You have to go out of your own view to make progress.

What it means to me; since it is part of the natural human environment, it is not necessarily a bad thing provided the parties can resolve the disagreement. I would also say it is a catalyst for positive change. I guess, to me, conflict is necessary in order for us to be productive. It brings diversity of thought to the table.

A difference of viewpoint it's – an unwillingness to listen to the other side. How I feel about it depends on the conflict – it can make me feel frustrated, defensive and makes me want to win, but in the end I would prefer to work through it. A notion that two individuals are more correct than the other one plus it sets the stage for more progressive alternatives.

How that conflict is addressed depends on its importance – it can be ignored. If it must be addressed, and how it is addressed is critical. Multiple beings and disagreement. I feel it's a necessary evil. In following the advice of my mom, timing is everything. I feel conflict can motivate to fruitful communication as long as contention doesn't invade.

A seemingly unresolvable disagreement. Conflict is differing perspectives were common ground is not obvious. It can be stressful when you're in it, but rewarding when you learn from it. Conflict is everywhere but so are solutions. Necessary many times if respect is held in high accord.

Unresolved conflict leads to side conversation about plans that aren't expressed in groups. Everyone is not on the same page, side conversations. Not constructive. The evidence is uncertainty and lack of clear direction. It causes me to feel great frustration, anger, and impotence – inability to move forward.

It looks like frustration, contention, wheels spinning, and I try to stay hopeful that we can break through and find common ground. When it drags on it's frustrating to me. The other person is frustrating when we're not communicating. What is it going to take to break through?

It looks like a breakdown in constructive interactions, for me it's intriguing because of the opportunities that exist in conflict and scary if it escalates too far. It's a lack of agreement on a specific issue. I feel it obstructs progress. Because unresolved conflict is gridlock – it frustrates me, sometimes it's better to do something even if it's wrong.

Lawyers making lots of money, I feel good about it! Same thing, flurry of lawsuits, I feel that it'd be like office dealing with lawsuits and not resource management.

I always think of that Chinese character for “conflict” is exactly the same as “opportunity”. Believe in embracing that, and that the change won't happen without conflict.

I Love Conflict! That is where the passion and potential solutions are. Can be good if it leads to shared values and shared solutions. my opinion or definition of conflict – strong opposing views. I think it can be good. Usually you learn more about the opposite point of view. Does not always mean there will be consensus. Managing your reaction to someone else's conflict, that often leads to resolution.

A disagreement on a subject or issue: it brings new ideas and information to a discussion. Having a preconceived agenda, resulting in talking past each other. Different truths resulting in misunderstanding. I like it because it results in action. Simply a difficulty to come to an agreement about something or other; spice of life.

Two forces in opposition that can lead to solution; I don't think you must have conflict to have change, but often you do. I feel that conflict can be good because it inspires progress, not perfection it is a struggle and the struggle is real and it can have constructive ends. Respectful conflict is fine – contention is not. It's a struggle.

What is the evidence of unresolved conflict in your environment and how do you feel about it?

(A Collective Statement)

Evidence of Conflict

The evidence is fighting, lack of trust – distrust, resentment, open hostility, running away, avoidance/isolation, alcoholism, not contributing, depression, toxic work environment, lack of morale, mob mentality, burnout. - How I feel is apathy, bad mouthing, give up, rage, complain instead of acting, litigation, searching for love in all the wrong places, sabotage, vandalism, eco-terrorism, reactionary, negativity. Lack of productivity. Impact on bottom-line.

Looking for negative spin. Having positive ideas continually squelched. Seeing unintended meaning. Looking for reasons why something won't work. Burning bridges – hard to rebuild. People are putting up a shield instead of listening, already figuring a response. Constant PYA. Protest. Preaching the company line.

To me, evidence of unresolved conflict results in the status quo - agencies and private entities will retreat to doing business as usual. Boilerplate conversation. Lack of independent thinking. Avoiding being the target. Falling into the herd. Tribal thinking. And then we are frustrated because we don't achieve our mutual goals. I think probably that I agree a lot with what Jim said. An example is the fire program. I think that a lot could have been done to prevent large fires in the past.

I think the latest BLM Sage grouse plan is an example of unresolved conflict. At the end they came in and added these layers that no one has discussed and now they are a part of the plan. I feel left out. If something doesn't happen soon I feel we will regress. Pretty frustrating and may end in lawsuits. Evidence of unresolved conflicts are the many lawsuits that drove it to begin with and the reactive lawsuits filed as soon as the ROD came out. Taxpayer funds were wasted.

I feel that when you can't prove a solid answer to proponents on a subject, it leads to additional conflict. Very frustrating. Unknown to resolution to an unsolvable conflict, for situations that seem unsolvable. People unwilling to discuss problems or put anything on the table because of being angry or feeling like it is pointless.

Leads to people not getting along and resulting in angry outbursts. Inaction and unwillingness to take risks are evidence of unresolved conflict. Faction is still continuing and negative value laden terms are used toward other factions. Acceptance of failure – resignation – that failure is imminent and continues to prevail for multiple entities instead of being replaced by efforts toward a solution.

A fractured professional or supporting environment or relationship. A lack of civil discourse/talking without listening - name-calling/make demands. Undermining conversations outside of collaborative group. THINLY Veiled Decision.

How it makes me feel

Makes me feel discouraged and there is heavy weight on my shoulders. Angry, frustrated, demotivated – sick – disappointed and unsure how to proceed. Tired, a lot of energy we spend is wasted. I feel frustrated or irritated the groups and people you are working hard to support are bad mouthing you. Frustrating and upsetting over the years. I feel outraged making it is easier to be negative than positive. Angry and frustrated – resigned. All of the above.

Follows an argument, produces status quo, nothing gets done if conflict is not resolved. Results in a lack of trust, stagnant – won't proceed forward. Us versus them, motive of change, with great conflict equals great change. Tension, apprehension, anger, stress, frustration, lack of progress, anxiety.

Distrust, damage relationships. Economic, ecological, and social costs. Social cost of unresolved conflict, can be a motivator for change - negative or positive. Unhappy, anxious, frustrated, retreat, unhealthy. Exhausting, emotions will increase. Some people pull away. Isolated

I think for me, and unresolved conflicts have to do with lack of interest to change things. Lack of interest to communicate. It's a sense of failure and personal loss. Everyone is a loser and no one is a winner or degrees of that.

More of an understanding of backgrounds of others to find that common ground. Search for Resolution. Invigorated and presented with opportunities and challenges but desire to prove naysayers wrong.

Closing in small groups (FNG 615)

Facilitators in small groups asked each person to answer the following questions (talking circle):

- How did you feel about the workshop today?
- What did you learn that will help us collaborate successfully

A Relationship Process (FNG 316)

Homework activity, copies distributed (see Appendix 2).

DAY TWO: PUTTING THE CONSENSUS APPROACH TO WORK

Coming back together - review of previous day (FNG p 372)

At the beginning of the second day, instructors checked for new participants – there were none. Instructors then reviewed day one in order to re-ground the group and answered questions. Members of the group then read aloud the collective statement for the best possible outcome of investing three days in the workshop. Instructors noted that this collective statement represented the group’s purpose for the workshop.

Exploring the situation with human bar graphs

This activity is not in the FNG book, but is simple and a quick method for visually demonstrating differences in how people see situations – a heuristic estimate. This is similar to worst/best possible outcomes.

Ten chairs were lined against the wall and numbered 1-10, with 1 the lowest or worst condition, and 10 the highest or best condition. While the participants stood in a large group in front of the chairs, instructors explained that they would ask a question, and the participants would indicate their answer by standing in a line in front of the chair that best represented their answers.

Participants were asked to remain in the mob until the question(s) had been read at least twice, then to select the number that best represented their opinion before moving. They were then given the “move” instruction and immediately formed a line in front of the chair number representing their opinion. Each line was counted, and the simple graphs above demonstrate the number of people in each line.

Once they were in place, people in each line were asked to explain why they chose to stand where they were, and how they interpreted their answer to the question. In this way, people were able to learn from each other in a collaborative way.

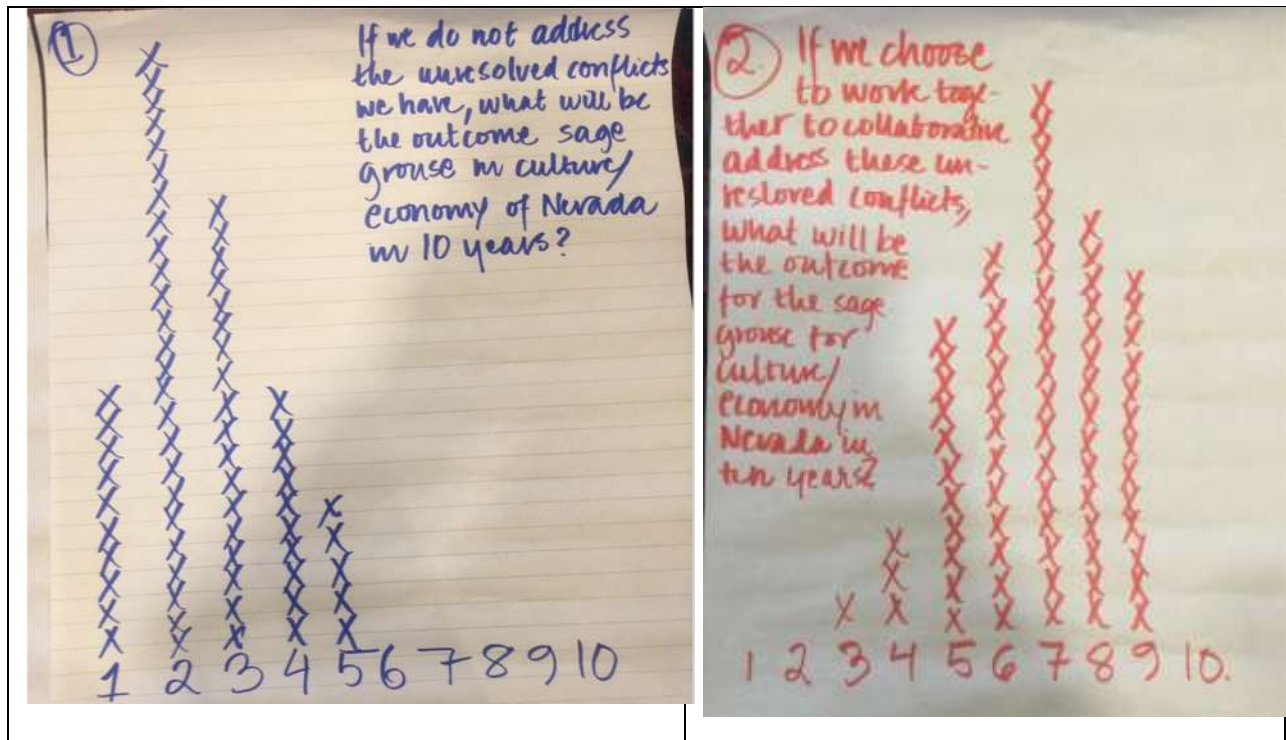
The first question was:

- *If we do not work together to address the unresolved conflicts we have, what will be the outcome for sage-grouse and the culture/economy in NV in 10 years?*

The second question was:

- *If we choose to work together to collaboratively address the un-resolved conflicts, what will the outcome be for sage-grouse and the culture/economy in NV in 10 years?*

The resulting bar graphs are displayed below:



Exploring the situation with panel/listeners (FNG p 459-461)

In this activity, four pairs of people were asked to talk to each other in a coached manner. Each person selected a listener of the opposite gender, and backup listeners were assigned. Listeners were instructed to not take notes, just recollect from listening carefully; this is a new skill for most people. The process allows for even very emotional issues to be conveyed to the group in a safe and effective way.

The pairs were asked to reflect on the following questions (Questions were the same for each pair, but coaching prepared them to discuss different aspects of the situation):

- *What are the existing barriers (unresolved conflicts) that are stopping us from moving forward with collaborative implementation of sage-grouse plans in NV?*
- *How did it get to be that way?*
- *How do you feel about it?*

The pairs and discussion topics were:

- Hanes Holman & John Tull – Table 2.2
- Vicki Smith & Matt Magaletti. – Flexibility in plan implementation and permits
- Ron Cherri & Boyd Hatch – Consistency within and across agencies
- Robin Boies & Sheila Anderson – Creating & maintaining a collaborative network

Honoring the panel/listeners (FNG p.379, 477)

Following the presentation by the pairs of speakers and their listeners, the speakers and listeners were honored by the group.

Small group activity – exploring the situation (FNG p.494)

In the small groups, the facilitators led a talking circle, with no recording, about the remainder of the people's perceptions about the situation. The questions for the small groups were:

- *How do you feel about what you heard from the panel?*
- *What is your own description of the existing barriers (unresolved conflicts) that are stopping us from moving forward with collaborative implementation of sage-grouse plans in NV?*

To obtain a written record of the information from the talking circle, 3x5 cards were passed out to the group. On one side of the card, people were asked to record the answer to the question:

- *What are at least two descriptions of the situation that I heard that I agree with?*

Then, they were asked to turn the card over, and on that side of the card write the answer to the question:

- *How did I describe the situation?*

The cards were collected and transcribed verbatim.

What are the existing barriers (unresolved conflicts) that are stopping us from moving forward with collaborative implementation of sage-grouse plans?

(A Collective Statement)

Table 2.2 Concerns

Implementation of table 2.2. Until we know how plan will be applied, how will we know what the impacts are going to be? Hard to move forward until we know this. Implement the table and plan and evaluate successes and non-successes along the way so informed decision can be made in the future (adaptive management). Table 2.2 might not be as much of a barrier as perceived. Table 2.2 is a barrier, but at this point a perceived barrier.

Table 2.2 needs revising. Need workshop to clear up all questions regarding 2.2. Need opportunity to sit down and talk out/answer all questions/concerns regarding 2.2. Need to adjust table 2.2. Revisiting table 2.2. Intent of wildlife biologists development of habitat requirements is not development of table 2.2. How well does 2.2 take into account drought, fire, etc?

Inflexibility with table 2.2. Flexible solutions to 2.2 and permits. There is no flexibility in table 2.2. The regulations are hard and fast – there’s no wiggle room. Lack of flexibility with set constraints – table 2.2. Difficulty and lack of flexibility of achieving objectives in table 2.2. This puts the FS/BLM in a corner and the ranchers livelihood in jeopardy.

There is a lot of flexibility built into the table. The table was designed as a guideline and not a hard trigger objective. I don’t see this as a major barrier. There is a risk but I believe that we have many areas where we can interpret parts of the plan. Need to carve out time to fully identify flexibility – table 2.2. I wanted to know more about the specific lack of flexibility as it pertained to table 2.2 and the objectives stated therein.

Table 2.2 is uncertain about whether the stubble height is an average or snapshot in time. We need to clarify the plan so that judges and everyone else can see the flexibility and that there is a process to reach the objectives such as 7 inch stubble height. There is not enough clarity in the plan about the flexibility especially in light of future lawsuits and a judge who only reads a number (7 inch) and we are not at 7 inch is right now. Table 2.2 plant height sets us up for failure. At any time someone from Western watersheds will place a ruler on the ground and if we are not at the right stubble height, then we are in trouble.

Finding the balance between “point-in-time” versus “long-term trend data”. Will we look at how the rancher is performing over time or look for times to get them? They feel like they are being hunted (the ranchers). Table 2.2 sets the target plant height over time instead of a measurable single-point survey. Table 2.2 is about objectives based on GRSG. It is not about stubble height at any/every given time. The resolution is focusing on plant height/as a long-term objective so all tools in the toolbox are considered (ESP, rotation grazing) and to evaluate and monitor across the allotment and through the years. That is if the STM (State and Transition Model) based ESD (Ecological Site Description) says that prescribed grazing is the mechanism for a change that lines up ____ change table 2.2.

Lack of comprehensive agreement as to standards of measure to assess rangeland health. Monitoring – table 2.2: meeting objective – how is it achieved based on soil/site conditions and monitoring? Different understanding of what objectives mean – standard application of monitoring. Where and how to monitor: A) a changing landscape based on whether, slope, vegetation type, location, and type of grazing system; and B) monitoring based on the season of use, rest rotation, deferred, riparian versus upland.

Flexibility vs. Regulatory Certainty in Plans and Permits

I described a barrier to implementation being the requirement to have rigid performance metrics applied to ecosystems and land-use activities which are dynamic. There are rigid guidelines that are difficult to apply to adaptive management. Lack of flexibility/adaptability to adapt to changing conditions on the ground. There is very little flexibility in the whole EIS plan. Regs/policies are strict and there may not be flexibility in some of the standards. Figuring out how to incorporate flexibility when implementing plans on the ground. Lack of clarity and flexibility in the plan – especially at local agency level. Lack of communication between agency managers and staff regarding where, when, and how to implement flexibility. Such is the government...

***Flexibility: no on the ground flexibility to adjust to range conditions.** Agencies are limited to flexibility based on permit stipulations and supporting NEPA. Black and white terms and conditions on permits. The flexibility takes time to write into AMP's and we only have three years 10 months. There is a need for flexibility with permits because of the inability to try other conservation measures to achieve a goal because a table says "you must do A." Not allowed to manage range the way that works best – e.g., what time of year to graze a certain allotment. Rangeland ecology. Too much focus on livestock utilization (AUM's). Need incentives for full employment of cowboys (I think in reference to stockmanship).*

***Conflict between regulatory certainty and adaptive management/flexibility.** Conflict between regulatory certainty and needed flexibility. A disconnect between the need for "regulatory mechanisms" and flexibility for operators. Need more local flexibility and less rigidity (while promoting the regulatory certainty). Flexibility. Finding a balance between regulation and flexibility. Change balancing flexibility with consistency. Plan is flexible except when it's not.*

***Flexibility is needed, but only if system is moving in a positive ecological direction.** It will be very tricky to allow flexibility and still have measurable accountability. Flexibility with accountability. How do we (agencies) provide assurances to public land users, while also allowing for flexibility in how we apply the regulatory processes. Lack of power to force the outcomes right now that I think are needed. Need to make sure promise of greater regulatory authority remains reason for not listing.*

Consistent Communication and Implementation

***Communication two-way presents a major hurdle and creates a lot of challenges and hard feelings from many of the stakeholders (agency and private).** There is a need for consistently improved communication among and within groups. Communication within different levels of agencies, between agencies and stakeholders, and what are the best methods or ideas for improving communication? Communication, communication. Dysfunctional communication. Communication – lack of. Lack of communication – resources. Communication can always be improved.*

Communication within and between agencies. Concerned with intra-agency communication. Poor communication within the hierarchy of federal agencies. Communication between entities and up/down within agencies. Communication within the agencies as it applies to standards. Communication → interpretation, not fully understanding of who's on 1st/2nd, etc. High turnover in key communication roles. Consistency – vertically/horizontally, communicate internally and across agencies, state plus communicate, coordinate.

Lack of communication from leadership to range staff. Ultimately, it is up to managers to convey changes in vision/direction/policy to field staff. Enlightening: confirmation we are not being effective or successful in getting information down to our range staff. Need BLM to train staff re: 2.2 in consistency.

I see frustration and confusion and lack of clarity regarding the implementation of LUPA, resulting in fear. Lack of clarity, lack of understanding of the amendments. Different interpretations of direction. Inconsistent application/ interpretation. Consistency – lack of. Confusion – two ways to implement plans. Entry-level range conservationist positions and implementation of a plan that can be interpreted in different ways. Could have better explained that the situations were real but the responses were based on what the individual knows. The tables are not being interpreted as intended.

Confusion: not knowing what the plan(s) actually calls for. Even those who have read it (them) can't exactly figure it out. Misunderstanding of what a LUPA is and how the laws interact. Permittees not understanding the language in the plan. Better understanding of the elements of both the US FS and BLM LUPA's, i.e., actually reading each LUPA multiple times. No time to read all of the regulations. How many people have not read it?

Agency failure to make one plan. Lack of consistency among agencies trying to implement and interpret the SG plans. Inconsistency among agencies/ objectives. Discrepancies, e.g., Forest Service and BLM have different documents. Enough knowledge and understanding of land-use plans wasn't known and that two different decisions were made. There is a lack of effective communication 1) that US FS and BLM have separate amendments; and 2) standards are different on different lands, example BLM – 2.2, US FS – tables 1 a 1B and T3. FS, BLM and NRCS get together to form one conservation plan, not three plans.

Developing and Maintaining Collaborative Network

Being able to resolve conflicts at the local level instead of everyone trying to resolve everything all of the time – let the local level resolve the pieces that matter to them. Transferring more control to local planning groups while maintaining a quantitative system to ensure regulatory certainty. Capacity to create and sustain LAWG's/collaborative structure. Collaborative network and infrastructure necessary to support network.

We need to enter into a new partnership, with the intent of finding shared, practical solutions on the ground. Lack of agreed-upon approach with agencies and among stakeholders. Failure to collaborate. Need to be creative in finding solutions. Stick with it. How do we use it for us, not against us?

What are the real issues? Sitting down and successfully identifying the issues (barriers) and developing solutions for them. I felt like it*has not changed in recent memory. It* equals “the issues and disagreements over how to move forward.” So many layers to get through to get to the heart of issues and we are just starting to scratch them. Addressed symptoms, not the root cause. Stop being general in questions and get real specific, so we can get to the real issues.

Thinking that there is a way to make a perfect plan without flaws. Analysis paralysis. Created an imperfect solution, but is bringing us together to focus on the shared goal of healthy landscapes that provide all interested parties needs. The future is opportunity. The ability of folks to be open/honest without holding onto the past. The past is history. The present is past. Continued coordination and discussion on moving forward and learn from our mistakes. Need for continued discussion among agencies and public/permittees to find out best possible solutions to problems in implementing the plan.

Commitment from all participants to support and participate in the network. Participation among all groups. Greater training and understanding of the plan, the flexibility, etc. for all participants. We need to share responsibilities. Common ground = Commons = sharing (give-and-take). Intransigence of other parties. Both users and agencies need to give.

Finding the time to commit to these processes. Limited amount of time, how do we invest or spend it? It’s a time-consuming process and we don’t have a lot of time. Amount of time necessary. Lack of time prohibiting the creation of relationships. Lack of time/relationships/communication/honest dialogue. Potential burnout of people – only so many people to participate in collaborative groups – will be the same people over and over.

Lack of trust on both sides. It’s hard work listening to understand others. A wide range of points of views. Active listening – not being able to set aside personal biases and hear what is being said.

Resistance to change by all parties. There will always be some people who resist change and resist cooperation. Accepting change and embracing it. We tend to avoid inviting the most outspoken opponents (radicals) because they are apt to derail the collaborative process. Getting the correct interests to participate in collaborative processes. Enviro groups will not come to the table for true collaboration.

Top agency leadership needs to be inclusive and supportive of collaborative process. Acceleration of development of collaborative processes. Lack of collaboration between permittees and state agencies, state agencies and federal agencies is creating confusion and

fear. Lack of support from higher authority on other side. Disappointed that leaders are saying “it will never happen”. We will continue to fail and must say “we must find solutions”.

Top Down Decision-Making

***Most decisions are top-down/nationwide that may not jive with local areas/states.** Disconnect between people on the ground and upper management. Disconnect between upper-level management and decision-making without adequate involvement from local level. The four barriers that we showcased in the workshop touched on concerns from the participants. There are many others and these will be geographically different – they need to be identified and resolved at the local level.*

***Lack of cohesion within agency of plan from ground level to national.** Disconnect between agencies and implementation. Lack of follow through with input – not all the right people at table – plan changed by folks back east that don’t know local conditions. Allowing “outsiders” to write plan without considerations of affect these (not science – based). That the regulatory people on the ground are powerless but have the knowledge to help; their state and Fed folks make decisions without ever talking with them or visiting with the rancher or farmer.*

***Failing to listen to state level and particularly local level management concerns.** Top-down regulatory and plans. The frustrations over how Nevada plan was rejected for the national plans. State plan being disregarded by federal agencies and dual FS and BLM plans versus one plan. Sorting through the state SEC system. Positive endorsement from NDOW and FWS.*

***Lack of feeling included in the process – not being heard.** Input was not heard, perhaps not asked for. Plans forced on us. Change was forced on us all instead of being brought by us all – put us all in collective worst outcomes. Now we all have to come out of that can use this opportunity to actively shape positive changes.*

***Those with the most impact on solutions are not here with skin in the game in this process.** Top-down command/control structure does not allow for collaborative decision-making. Bureaucracy – decision-makers insulated from what’s going on state/locally. Bureaucracy at higher levels. Bureaucracy – upper levels of management don’t have any skin in the game. Mid-level agency reluctance to grant flexibility to achieve objectives.*

***No real way to change plans because of Washington making the decisions.** It’s difficult to make changes when it needs to be approved at high level like DC level. Top-down management. Top-down “hammer” onto the people. Washington DC guidelines need to understand local ground needs and ecosystems and ranching practices.*

***RUSHED decision-making and deadlines for listing.** Who can come up with the best solutions? A reactive, confused implementation of agency statements/goals to address potential listing Sage grouse. Ready, fire, aim.*

We (agencies) are learning as we go and are implementing a plan that we also did not necessarily help to create so don't have extensive familiarity on what's in it. How to implement for certainty? Implementing a plan that was written at a higher level, with the local agency personnel learning how to implement at the same time as stakeholders. Those responsible for implementing don't always have an immediate answer because they are also trying to understand the intent and reasons the decisions are the way they are. One barrier is that the plans were written in DC, not the state level and agency people – state and district – do not have the background on “why” and therefore are learning at the same time they are expected to be answering the public's questions.

I agree – we are building the “bike as we ride it” and don't have all the answers. This is an uncomfortable place for an agency that people are looking to for clarity on implementation, etc. We have to be gentle with one another and somewhat forgiving. No one has all the answers. Plan is new and we all are learning together.

Agency Workforce and Capacity

***Organizational structure within agencies.** There is dysfunction within agencies that leads to conflict. Acknowledging and addressing the dysfunction of agencies and rectifying problems, example, communication, acknowledging local knowledge.*

***Workforce – the BLM does not have the experienced personnel to walk people through this change.** Lack infrastructure to delegate how to implement the plan effectively; oftentimes set up young professionals to fail. Young person on the ground (i.e. the range conservationist) is not empowered or informed to provide needed flexibility to the permittee. Loading of responsibility onto the lowest rungs of the federal ladder (i.e. the range conservationist with the least amount of latitude is on the front line and generally knows the most about the resource). The more experience one has the greater the ability to identify the gray areas and where we can take risk. New agency people and managers lack the understanding of how to implement in accordance with agency rules and answer questions.*

***Funding for implementation and for monitoring.** How are we going to get the capacity to achieve these? Changed capacity to conduct monitoring. Appropriation – agencies need funding for staff (range cons) to facilitate plan in timely way. Lack of staff capacity to carry out the plan efficiently. Not enough staff – just trying to get permits out the door.*

***We don't have the capacity or technology to accomplish restoration goals in 2.3 and 2.4.** Implementing other parts of the plan such as table 2.3 and table 2.4. Much of the focus of conversation was on table 2.2, but no discussion regarding table 2.3 and 2.4 which are huge undertakings. Promising a lot to keep the bird from getting listed, then having a hard time following through. Parts of the plan are not achievable for Nevada.*

Uncertainty

***Fear of change in the unknown, uncertainties.** Regulatory uncertainty begets stagnation plus plan has morphed into a legal defense brief. Fear of challenge and or process. Too much uncertainty which has created additional challenges: investment for mineral explorations; will my operation be sustainable? There are multiple barriers that weren't discussed in mining groups. Many more to address. Mineral/oil/gas have law to protect them – what happened in SFA – can't be barred. No certitude for areas open to mining to show investors.*

Mitigation

***Concerned that we may be going down path of double standard for mitigation.** There is the state endorsed mitigation program but other mitigation is being approved by federal agencies. This will make it difficult to quantify net conservation gain. Mitigation – the state has set up a system, there are entities practicing “one off” mitigation.*

Competing Factors

***Changing landscape, wild horses and burros, limited flexibility – how can we attain the unattainable, become more responsive and adaptive?** The changing landscape from fire and drought. At the Sagebrush Ecosystem Council level, we identified that fire and invasive species must be addressed to stop habitat loss. But as a state – we have very little power or control to do this since Nevada is 85% federally controlled and we must rely on the federal agencies for control of these two factors.*

***Multi – use of lands and competing resources, particularly wild horses.** Wild horses are a major barrier to success of ecosystem recovery. But no one “owns” the issue. It is BLM's domain – but their hands are tied. Wild horse and burro - get at AML is not a viable, honest effort. Wild and feral horses that are overpopulated X 10 and the refusal of the feds in DC to do anything.*

***Lack of acknowledgment, value and inclusion of private lands into the LUPA's.** How are we going to reconcile habitat needs provided by those lands? If we don't do this, private lands are going to become “sacrifice areas”.*

Miscellaneous

Legal and financial barriers to implementation. Legal “he/she with the most power and money wins,” political?

The FS/BLM processes too slow to incorporate best academic science and no adaptive management.

Single species management is a problem.

I describe the barriers as something that needs to be overcome in order to do ecological good.

We don't always focus on barriers within our sphere of influence.

Best Possible Outcomes (FNG p.410, 509)

Participants were then asked to record their answers to the following question on a 3x5 card:

- *What would be the best possible outcomes of working together to confront and resolve the barriers to collaboration (i.e., unresolved conflicts) we described?*

WHAT WOULD BE THE BEST POSSIBLE OUTCOMES OF WORKING TOGETHER TO CONFRONT & RESOLVE THE BARRIERS TO COLLABORATION?

(A COLLECTIVE STATEMENT/PURPOSE)

“Common ground = healthy economy and environment for all.”

Trust established to work together to problem solve along the way. We will learn together how to best implement the plan for the benefit of all including the sage brush ecosystem and sage grouse. Barriers would be resolved and addressed productively. True on the ground implementation can occur. There is commitment.

Communication amongst the various parties to truly determine how the plan will be applied will be necessary to determine what impacts will indeed be. Until true impacts are known, there will be an assumption of the worst. Continued dialogue/open communications/shared learning.

There is better communication through the agency hierarchy about resource uses and public. We see the incorporation of more local input/perspective. Communication to such a degree that line level agency are empowered to have access to discussions and decisions w/from management, and local and state entities are involved meaningfully in that process. It would help if upper level management could be involved in collaboration processes so they would be on the same page as those on the ground. To be sure the decision makers are part of the process, to be sure as many ranchers/farmer, tribes/industry and those affected are part of the process.

There is improved stakeholder process, partner relationship/communications, efforts to reduce turnover and advance communications and training for communication roles. Formulate and maintain best possible partnerships and communication. Open communication and consistency. Open/honest communicate between friends/colleagues/communities leading to healthy landscapes & sustainable use.

We continue collaborative meetings with all stakeholders and agencies to achieve consensus in implementing LUPA that will allow continued multiple uses on public lands. We could learn to collaboratively protect seeps, springs and especially wet meadows and still provide livestock water. Do away with concept of sacrifice areas.

We will have diverse discussions that will lead us into some unusual maybe uncomfortable outcomes, regardless of outcome we will continue to be able to adapt as necessary as we move forward. Don't abandon the process whether or not you feel you've reached a point to claim success.

We achieve local, collaborative management plans relevant to local conditions, instead of one-size-fits all command/control. Spend more time supporting incentivizing and funding. We see true collaboration efforts and send that message to DC with LAWG's. We create a format to work collaboratively at highest level in the state as well as the local level. Have a group of trained facilitators that can be used to work with this format.

Build trusting relationships that lead to solutions to our shared resource issues that up to now seem unsolvable. Build relationship, plan is successful and land health is in a positive trend. That we figure out how to meet the needs of everyone affected by the plan. Ensures plan implementation will move forward towards success.

We will find the commonalities in our objectives for sagebrush landscapes, and then find a path to achieve those common goals through the implementation of the land use plan. Flexible, support local working groups and find common ground on solutions. Don't leave conflicts unresolved.

We identify issues that can be collectively resolved and developing long lasting relationships founded on mutual respect and trust. These relationships will help us address any situation, barrier or issue that arises. We will build better relationships and improve land health.

There is a successful adaptive management under plan implementation to prevent listing of the greater sage grouse. Because we work together, we could formulate an adaptive plan that would satisfy both regulatory and permittee needs in order to bring environmental health to the sagebrush landscape. Develop a solution based management approach - implement true adaptive management. Adaptive management/implementation: (a) learn by doing (how to restore and maintain sagebrush environments); (b) balance between regulatory certainty and flexibility.

Good relationships which lead to clear objectives and the flexibility to meet them based on the site potential. Clear understanding between public land users and Federal/state agencies of where flexibility in the sage grouse plans exist. Flexibility will be consistent within and agency and understand what flexibility can be implemented on the ground. There is more and flexibility at the local level when implementing the LUPAs. There is flexibility to achieve objectives for ranchers and miners while maintaining viable businesses.

That flexibility to the constraints of Table 2.2 is provided that rangeland health is moving in a positive direction that we could all agree needs to be achieved. There is agreement on how much flexible, discretion that shows progress, not perfection. Experience and shades of grey/?

If and when flexibility is incorporated it will be effective in that flexibility will be situational, not prescriptive. We change Federal agencies from regulators to service agencies. Matching USFS/BLM NEPA processes, regulatory flexibility, and adapting to changing science and conditions quickly. We will overcome the barriers as a group and then help others grow past their barriers also, through example.

We create professional working relationships through our sphere of influence between agencies, private interest groups and the public that further positive changes on the landscape and natural resources we all depend on and how to connect them to the LUPA. This will lead to healthy rangelands with happy sage group for future generations to enjoy.

We have a core group that is willing to use and learn the collaborative process to take on the issues as they arise. Because of our collaboration, the land use plans we enter into can maintain a level of performance flexibility to permit adaptive or situational management.

All stakeholders truly feel the plan implemented collaboratively and become advocates. There are strong solution(s) because of diversity of partners in development. Real decision makers and powerful third parties will get involved and actually make changes that the local level has issues with. Only two things set in stone are death/taxes, resolve conflicts and move to allow for movement.

There will be the establishment of successful local area working groups with clear goals and ability to manage and maintain productive sagebrush ecosystems. People will feel fulfilled. There will be resistance to challenge because of group ownership of solution(s).

We create a space for ideas and conservation that are not confined to LUPA (strive to do better unrushed.) We foster a supportive local working group capable of identifying solutions that are defensible and support the multi-use mission. Regulatory, staffing, communication, other - recognition of challenges to each group and identification of those challenges we have the power to address and change.

We may not agree on everything but we leave with an understanding on how things work and how to move forward. We are inclusive in invitations to address an issue to be an active listener to all participants, acknowledge who is missing and agree upon a course of action acceptable to all parties.

Come to a mutual understanding of the barriers and formulating a solution/plan to get beyond it. Central to this is the recognition of each other as a "person" versus a label or entity. It is apparent, based on what I heard that we both/all want the same thing for Nevada and need a re-alignment for how to get there.

There is clear understanding as to what success looks like in 5 years ~ a shared vision and better understanding of process- roles and responsibilities. Mutual understanding and support for common sense sagebrush thru ecosystem conservation that balances multiple uses and healthy landscapes. We may also find different ways to implement plans that didn't think of (outside of the box) that can benefit everyone, or most parties.

There will be common understanding of the sideboards and constraints that we are working within, so we can work through issues together. Develop clear understanding of the issues and how to connect them to the LUPA.

We will all have ownership of the outcome. We will identify – honestly the issues and gain knowledge from a wide array of sources and perspectives on how to move ahead and get projects on the ground. We become creative on work arounds. To relate to all stakeholders and find outcomes with give and take leading to progress or movement.

We will develop consensus recommendations on how to move forward with implementation and address future opportunities and challenges. Successfully implement those recommendations. Lead to consensus to prevent listing. Learn and understand the processes so we can all begin on the same page addressing LUPA issues.

We recognize that objectives only become real when written for specific locations and address achievable outcomes (DFC) that are aligned with planned management. 2-2 or/and ____ only guide objective setting or management planning at the local level based on pathways in ESDs (I will help clarify this in NRMH.) Washington would recognize the ground-level efforts and would be OK with state – specific changes to plans.

We achieve on the ground improvement of resource conditions. We will improve sage grouse habitat and maintain working rangelands with the ability for multiple use to continue, supporting local economies and sustainable resource dependent operations. The land is in good shape; the ranchers are content.

The rangeland will return to a functional ecosystem, the stakeholders of public land values will all accept their roles and values. Subsequently sage grouse will flourish and people will prosper. There is a net conservation gain of healthy sagebrush habitat. There is the restoration of functioning ecosystem at scale and successful permittees in accordance with amendment.

Habitat is retained and regains resilience and the bird stays off the list. Accepted application of table 2-2 objectives with all stakeholders – monitoring will be consistently applied and interpreted.

There are healthy economics and healthy rangelands supporting multiple uses including GRSG. Economic and mutual growth – bird not listed – flexibility – Progress. Adequately funded range management based solely on what is best for each location based entirely on local conditions. No lawsuits, species, habitat. Local economies thrive.

We will celebrate success incentivize people and participation and bring others. There will be a long term restoration of freedom and independence; healing of communities and habitats. There will also be decreased turnover in key positions. Our Story - Shoesole, S.A.N.E.

Huh? These questions are too baroque for my brain at this time in the afternoon.

Workshop Closure (FNG 615)

Instructors chose to do a closing at the end of day 2, rather than day 3, because a number of people said they had prior commitments and would not be attending (in reality, most stayed for the morning of day 3). For the closing, participants were asked to form the large circle and read off their best possible outcomes. They were also asked to respond to the following questions:

- *What is your advice to leaders on how collaborative efforts can accelerate within Nevada?*
- *What am I willing to do to help?*

J.J. Goicoechea, John Ruhs and Bill Dunkelberger (leaders who signed invitation letter for workshop) were asked to listen and speak last so they could feedback what they heard and respond.

Homework activity

Sheila Anderson distributed the Collaborative Network concept paper for review in advance of day 3. She also distributed 3x5 cards and asked participation to write any questions/comments on the cards and return to her. She and others would consider comments and adjust the concept paper accordingly, they would also respond to questions via a FAQ sheet.

DAY THREE: EXPLORING THE NV COLLABORATIVE NETWORK CONCEPT

Review of Collaborative Network Concept

Kim Dow provided additional background on this concept and answered some questions (Appendix 1)

Coming back together - review of previous day (FNG p 372)

Instructors reviewed day two in order to re-ground the group. Members of the group then read aloud the collective statement for the best possible outcome of working together to confront and resolve the barriers to collaboration. Instructors noted that this collective statement represented the group's purpose.

Ready-Aim-Fire

Instructors noted how people usually want to immediately jump to solutions, strategies and actions to solve their problem That is call READY—FIRE. Many of us are problem solvers, and want to move forward quickly on solutions; it is important to make sure that we are congruent as we move forward. We first need to understand the situation (READY), we then must have a collective purpose (AIM) and then we can carry out the strategies and action steps (FIRE) intended to achieve that purpose. Once the best outcomes (our purpose) have been established, then is the time to develop the movement to make them happen.

Beliefs, Behaviors, Strategies & Actions (FNG p. 549)

Instructors gave a brief explanation (using an example) of how when beliefs and behaviors are not congruent with strategies and actions, it likely will lead to failure or lowered achievement. Instructors noted that we are used to focusing only on action plans, or strategies. This is appropriate if the change is one of modification, where the beliefs are congruent with the plan. If the beliefs are not consistent with the plans, they will not be carried out. The behavior will tend to be incongruent with the action. In this instance, the new and adaptive beliefs must be agreed to. In conflict resolution facilitation, we are often working towards transformational change; not modification. This may cause a need to drop, modify or add some of our basic beliefs in order to be successful.

BELIEF: A conviction or opinion. These create the behaviors of the person.

BEHAVIOR: Deportment or demeanor (a person's manner towards others). These are manners and attitudes that are created by the basic beliefs of a person.

STRATEGY: A plan of action. A strategy is intended to carry out a vision or mission. It is also a way of actualizing a belief. Strategies are often developed that are incongruent with the person's beliefs. The behaviors will then override the intent of the strategy.

ACTION: The act, process or fact of doing something. These are specific deeds that carry out the intent of the strategy. If they are not congruent with the person's beliefs, they will be nullified by the person's attitudes and demeanor.

Small Group Work

For the remainder of day 3, participants worked in small groups. Instructors outlined a simple consensus process for groups to explore the situation with sage grouse, culture and economy in Nevada, and to work towards common vision, strategies and actions.

- Grounding
- Greeting Circle & lifelong learning
- Description of the situation (issue)
- Worst Possible/Best possible outcomes from situation
- New/modified beliefs and behaviors needed to resolve the situation
- Strategies and Actions that can move situation forward
- Closure

Drawing on day 2 discussions regarding the situation and barriers to collaboration, the following topics were identified: Table 2.2, Flexibility in plan implementation and permits, Consistency within and across agencies, Creating & maintaining a collaborative network, and Outreach & communication. Facilitator pairs were identified for each small group: Jeff & Jill (group 1), Boyd & Irene (group 2), Anna & Richard (group 3), Bevan and Jerri (group 4), Bobby & Bettina (group 5). The remainder of day was in small, self-facilitated groups.

Individuals self-selected to participate in small groups depending on their interest in a particular topic. Each group progressed at their own rate, and some used talking circles on questions, not recorded, or skipped some of the process steps in order to have time to focus on Strategies and Actions. A report was developed for each individual group.

Group 1 Small Group Report

Addressing Table 2.2

12.1.2016

Facilitators; Jeff and Jill



Grounding – Talking circle, no recording

- Introduce yourself and your relationship with collaboration.
- What are your expectations for the day?
- How do you feel about being here?

Greeting Circle – Meet your new team

Lifelong Learning – Talking circle, no recording

- How did it feel to be in the greeting circle?
- What did you learn that can help you resolve your issue?

Description of the Situation - record

- What is your description of the situation with Table 2.2?
- How did it get to be that way?
- How do you feel about it?

Description of the Situation

- I think that it is a different fear for interest groups but underlying fear for all groups that the table will do more harm than good.
- Even the groups that were involved in the development of the table did not describe how to use it.
- All of this has led to the fear that groups will use it against each other.
- Difficulty is how to provide flexibility and assurance.
- From one perspective there has been so much flexibility over the years, at the local level. There needs to be some assurance that there will be some consistency.
- Analog – 63 Chevy do maintenance on the engine such a good job of ____ that we don't fix ourselves. So need to adjust and put the work in to make the table work.
- 2.2 went right on some sideboards; I knew it wouldn't set well, but did not know how badly it would be. I understand from a producer point of view. Sorry that John and Catherine left. Table 2.2, was to provide USFWS regulatory assurance. Risk is more radical groups using the table to hold it over the producers heads. Sheldon may be an example.
- Perception table 2.2 is the law _____. There is flexibility in 2.2 that ecological site description and certain soil type. Has to be common sense approach that range conservationists can use judgment. How is this going to affect the land so how can we adjust our flexibility in the plan.
- Have to have measurable and attainable objectives; ask scientist what it should be. Did not ask how the tables should be used and should not be used.
- Develop backup of what should and should not be used. John *see* a shot in the focus of our work; can we change 2.2 to how can we apply and monitor it?
- From producer standpoint, State Office did a good job of explaining 2.2. My fears alleviated as I heard it explained. I have had some disconnect between levels of the agency and producers because there were a lot of people that did not show up. If there was a way to shore up table 2.2 given the radical groups, that would be great.
- No matter what group it is, even a marriage, whenever change is necessary we go to the worst case scenario = fear is rampant. In this case what is lacking is a working model. Look, here is SANE that has a model of how it is working. All of the focus there is a way to achieve the outcome.
- Habitat assessment framework. _____ the 7 inch is pretty easy to get to. I agree, I think we need to collect more data. Someone could say permittee is not meeting 7 inch or 4 inch and you could need to get them off.
- We all know that groups like WWP are going to sue and if we stand together we will prevail.
- Reviewing riparian grazing 2.2 table situation where you can control the grazing and riparian part of a larger pasture. There are tools. Grazing management can work *with* grazing moderate use as the tool. It is difficult to explain at the landscape level. The stronger tools in the toolbox for riparian areas and other special places is the move to new units to lessen the frequency of grazing and lengthen the recovery. During the grazing season. Tremendously impactful photos of Carol Evans would document this. We think our problem is overgrazing, it is under management. The use of 2.2 for short-term

monitoring does not embrace the strong tools. The use of plant health as a long-term objective achieved on average in important seasons can lead to important improvements in condition.

- Agree with the concept. Concern is with implementation and interpretation from an ecological site potential perspective. Seek flexibility and tools to achieve objectives.
- I think flexibility must be part of it. I'm not sure the plan allows for it. Site potential on our ranch does, but other places might not be able to achieve the objectives.
- We did not talk about that if someplace is not able to meet the site potential.
- In Shoesole we have one group that rest one half of their allotment for two years and third year used!! It comes back great but third-year will not meet standard. But how will that be recorded?

Worst Possible Outcomes – record

What are the worst possible outcomes of the situation?

- Sued on table 2 or, so flexible it is worthless. Gridlock plus infighting.
- Stalemate results and continued decline (habitat and bird)
- It doesn't work on all sites.
- Collaborative effort fails. Ranchers walk away. US FS and BLM must decide everything. Bundy followers ride to the rescue. Anarchy!
- Stubble height lawsuits destroy strong grazing management.
- We lose the ability to stimulate resilience through thinning sagebrush.

Best Possible Outcomes – record

If we choose to work together, what will be the best possible outcomes for our community?

- Working, functioning model is created. Meets goals of table 2.2/1a and B. 2.2 informs locally relevant long-term resource objectives.
- Develop clearer guidance on use of tables, conduct cooperative monitoring, and demonstrate to FWS that habitat conditions are improving. Tables are amended or explained such that affected parties "accept". Permittees are comfortable.
- Upward trend toward healthy landscapes. A greater proportion of allotments are trending towards objectives. Table gives an accurate view of site over time.
- Riparian systems heal, improve towards ecological potential. Sage grouse habitat improves. Sage grouse habitat improves. Sage grouse populations increase.

Fostering the best outcomes: Beliefs and Behaviors – record

- What new and adaptive beliefs and behaviors will foster achieving our best outcomes?

Fostering the best outcomes: Strategies and Actions – record

**What strategies and actions will help move us towards our best outcomes?
(A Collective Statement)**

Extract information from ARMPA that provides for flexibility in table 2.2 section 1 a – 1B.

- List criteria to be considered in application of tables.
- Acknowledge type of grazing system in use for subject (landscapes). “Rolling average” for measured attributes.

Principles – Manage for plant health/height.

- Do not stress important plants (for example, moderate use, short season of use)
- Whatever level of stress caused, provide enough growing season recovery before next defoliation.
- Do not graze at same place, same time, year over year.

Strategies for plant health and stream recovery.

- Appendix J of 2004 plan.
- PFC attributes
- Genetics for distribution/movement attributes.
- Applied tables through/with ESD’s and STM’s.

Reward/motivate/incentivize operators.

- Avoid fixed dates.
- More cowboys (riparian riders) for stockman ship. stock and stockman ship (stock – person ship).
- Support systems for operators.

Active, engaged management -- active grazing management Producers “on board”.

- Create a user’s guide to tables.
- Short term monitoring connects grazing strategies to meet long-term objectives.
- Provide adequate staff for monitoring.

Recurring group gathering (annually)

- Sharing success stories

Closing - Talking circle, no recording

- How did it feel to be part of the small group?
- What did you learn that can help Nevada foster collaboration?

Group 2 Small Group Report

Finding Flexibility in the LUPA

12.1.2016

Facilitators: Boyd and Irene



Grounding – Talking circle, no recording

- Introduce yourself and your relationship with collaboration.
- What are your expectations for the day?
- How do you feel about being here?

Greeting Circle – Meet your new team

Lifelong Learning – Talking circle, no recording

- How did it feel to be in the greeting circle?
- What did you learn that can help you resolve your issue?

Description of the Situation - record

- What is your description of the situation with finding flexibility in LUPA?
- How did it get to be that way?
- How do you feel about it?

Description of the Situation

- Sage grouse listing petition →lack of regulatory certainty -→LUPA produced quickly to meet listing decision deadlines →due to quickness, much angst and frustration resulting from much uncertainty. I too feel angst and frustration with many unknowns and change given the way the process unfolded. There is a discrepancy between where the plan was created and where it is implemented.
- There was mixed intent for “flexibility” when the plan was written by D. C.’ers who had no concept of how it would be implemented. The “no flexibility” side was added to make FWS happy by increasing regulatory certainty. The “flexibility” side was the reality faction that knows one – size – does – not – fit – all. Regulatory certainty and discretion are not mutually exclusive.
- Situation is confused – adaptive management and flexibility is mentioned in the LUPA but left open to interpretation causing confusion and inability to implement necessary flexibility to achieve results with the bird and other multiple uses and resources. Top-down edict from DC – hidden agendas by regulatory and management agencies, lack of local input/ignoring local input.
- Feeling – frustrated, angry, concerned about our ability locally to affect our destiny livelihood and resources. Concerned DOJ lawyers will stop adaptive management from lack of understanding of the process.
- The flexibility is unknown. It appears that the plan is a one size fits all with implied not inherent flexibility. Washington made it that way. I feel aggravated
- There is a great deal of flexibility in the LUPA. Many processes are undescribed and many terms are either undefined or open to interpretation these should be identified, discussed, clarified, and documented. These should be memorialized in IM’s. Short time frames for developing LUPA. Excited.
- Regulatory certainty – sideboards - unknown who will decide – discretion – adaptive management – lack of understanding – flexibility versus consistency – discretions versus flexibility - fair but not even.
- Plan amendments were developed in part to provide the regulatory certainties that FWS felt were missing (and that represented a threat to Sage grouse). Now that amendments are in place, we want to find flexibility, which seems like it could create an issue the amendments were intended to solve.
- I feel conflicted. I understand the desire for flexibility, but I am concerned that it could be taken too far, and cross the line to arbitrary.

- Confused, uneducated, – a lot of different information coming at us trying to describe it. Apprehensive.
- There is very little clarity regarding where such flexibility exists. I believe this is the case because the FWS requires “regulatory certainty” to keep the sage grouse off the ESA list. Because of that the BLM/USFS is nervous to clarify where they have flexibility because that means they have discretion and therefore no “regulatory certainty”. This has in turn caused internal confusion about where flexibility does and does not exist. It is a big question in the field as the LU PA is implemented.
- I feel uncertain. Flexibility is unclear such as; – who has the discretion/makes decisions? – Where is plan flexible or not? – Who decides deviations from table 2.2? – Different expectations of different levels. – Everyone doing their best we will make it.
- From what I’ve seen, the plan amendments were written with very little consideration of what was previously invested from a lot of interested groups. I feel their frustrations and sense of betrayal are justified; however, as it stands, I will to the extent possible exercise my discretion with concerns taken into effect.
- Lack of understanding of where flexibility exist in the sage grouse plan amendment. (Regulatory certainty)
- Conflict between desire for flexibility versus consistency.
- I feel upset, frustrated, nervous, but excited.
- We got here by top-down development of the plan amendment – new chartered territory – change is hard and folks are risk averse.

Worst Possible Outcomes – record

What are the worst possible outcomes of the situation?

- Continue fumbling through implementation and a confused dysfunctional manner. We continue to talk and point fingers and don’t attempt to find solutions on the ground through management and actions and implementation.
- Uncertainty continues, rigid decision-making occurs, inconsistency, uprising →e.g. Sagebrush rebellion - unknown sideboards. Very poor collaboration and communication.
- Escalating frustration leading to litigation and having a judge determine our fate.
- I am pissed off!!!

Best Possible Outcomes – record

If we choose to work together, what will be the best possible outcomes for our community?

- This process is given a chance to succeed by DC and will set a precedent for local collaborative planning.
- All parties agreed to move forward under existing plans. We courageously tackle those issues that exist, finding a way to get necessary changes in place. Where we do have flexibility, collaboratively implement decisions through a consensus approach. Adaptive, consistent and flexible management.
- Agency field managers can be given discretion with sideboards to participate in conflict resolution at the ground level and know they are supported by higher ranking management and know they are on solid ground.
- Locally led (federal, state, private) and driven implementation with action on the ground. Use of adaptive management to ensure regulatory assurance. We find a way to integrate adaptive management into site-specific decisions.
- Offices find the flexibility they are searching for implementing the plans in a defensible (legally) and collaboratively supported way that will result in the betterment of the sagebrush ecosystem in Nevada. Focus on conservation – not avoiding a listing.
- Finding flexibility where there was not previously thought there could be. Unknowns become well understood.
- That field managers and permittees are able to find the flexibilities they need to continue to survive. That upper-level managers allow that to occur. That everybody gets what they need. That permittees with good ideas are given the incentives to allow them to explore and apply adaptive management and that agencies use this information and learn from them.
- Partners and permittees and agencies of all disciplines work together to find flexibility in plan implementation on the ground for positive outcomes for all involved. Some key retirements. We identify some opportunities to be creative and find outside the box solutions.
- Agency and users both understand sideboards of each plan and work on common sense pragmatic solutions using adaptive management.
- Regulatory requirements met while providing the maximum flexibility to users affected by the plans. A feeling that operators were involved in the implementation is equally

important as it demonstrates ownership in ensuring adequate protections are in place to realize a viable and thriving population exists.

- Developing on the ground adaptive management plan/process/procedures/framework based on sound on the ground implementation and monitoring to discover what works or not work within the parameters of the LUPA. Implement the plan amendments in a way that meets the intent of the decisions. Healthy sage grouse ecosystem, healthy ranching and mining economies, healthy wildlife populations.

Fostering the best outcomes: Beliefs and Behaviors - record

- What new and adaptive beliefs and behaviors will foster achieving our best outcomes?

Fostering the best outcomes: Strategies and Actions – record

**What strategies and actions will help move us towards our best outcomes?
(A Collective Statement)**

Develop a working relationship to enhance sagebrush habitat.

- Explore legal precedent for collaborative planning.
- Bring in new administration and give them an orientation to collaborative local planning
- Talk to each other more (federal – state – local level)

Make a commitment to affect these they will be involved with the implementation and adhere to agreements, compromises, and changes. Guarantee local and semi local involvement isn't adulterated at a level with no/little interest in the outcome.

- Initiate collaborative structure and continue coordination between core agencies – have a process for working through issues; have a process for capturing needed changes to the amendments.
- Conduct additional public involvement.

Continue the collaborative process working towards clarity of issues, table 2.2, flexibility and adaptive management. All parties agree to courageously move forward to get management figured out. In doing so we learned the process, flexibility, etc. and take this mentality back to constituents.

- We change our philosophy from “what allows us to make a decision (defensive)” to “what prevents us from making the right decisions?”
- Make everyone read the LUPA and understand its impact; meet with FWS to find flexibility giving impending five-year listing decision. Find a way to respect agreements. Make all agency employees read the LUPA!
- Meet with FWS to clarify what they need. Greater understanding of sideboards.

Develop a set of “best management practices” with partners as to how they used flexibility in the sage grouse plan amendment and how to incorporate adaptive management into a variety of public land use authorizations.

- Identify rangeland ecological processes and management, grazing or other, practices and principles that lead to ecological improvement – utilize them to move towards 2.2 and other table objectives.
- Identify and clarify where flexibility exists and doesn't exist →workshops, fact sheets, trainings.
- Understand when/how adaptive management can be used without additional NEP A, and when NEPA is needed. Adaptive management. Programmatic NEPA.
- Consider an amendment once you recognize barriers (FWS vs BLM/BLMvs BLM)
- Strategy – supporting litigation brief with weak points that helps you! It drives policy, think of it like Congress. Explore need for revised regulations – FLPMA or new legislation to minimize potential for litigation.

Provide training for staff regarding intent of various plan components.

- Engage Forest Service regional office staff in internal training and external public involvement.
- Get adaptive management training using DOI documents.

Closing – Talking circle, no recording

- How did it feel to be part of the small group?
- What did you learn that can help Nevada foster collaboration?

Group 3 Small Group Report

Consistent Communication within and between Agencies

12.1.2016

Facilitators: Anna and Richard



Grounding -- Talking circle, no recording

- Introduce yourself and your relationship with collaboration.
- What are your expectations for the day?
- How do you feel about being here?

Greeting Circle – Meet your new team

Lifelong Learning – Talking circle, no recording

- How did it feel to be in the greeting circle?
- What did you learn that can help you resolve your issue?

Description of the Situation - record

- What is your description of the situation with consistent communication?
- How did it get to be that way?
- How do you feel about it?

Description of the situation

- *There is an opportunity to improve. It got there by* putting problems before people. With turnover through agency experience with baby boomers, we need to create a culture. We will continue to have problems if we don't ingrain this culture.
- No we covered it. We all had a feeling of where we are at now. We are in an improved place with more room for improvement. *It got that way* by years of passiveness. We get comfortable communicating in our inner circles. And it takes a major event such as LUPA to make us reach outside those circles. I feel motivated and hopeful.
- Get together and form a 4H pool. *I feel there are* signs that communication is happening in agencies.
- *The situation* is currently improved, and there is more room for improvement. We can't neglect within our own agency. *It got there by* BLM and FS coordinating on implementation and translating this down. People get busy in their "day to day". People don't think of the broader picture. I feel hopeful, positive, exploding with encouragement!
- *Getting better* because we are being forced to work together on plan implementation. *It got there because* interagency was not the preferred method of doing business and solving problems. *I feel* optimistic, resulting in more opportunities.
- Disjointed communications – the process is getting better. *We were* driven here by not coordinating. Didn't include the people that should have been at the table. We don't engage the right people, picking up pieces. This group will walk away from here with "ah ha" moments. *We are* building a plane and getting the wings on while on the runway.
- *I feel* optimistic, good group of people.
- *The situation is* complex, especially when wherewith people with territory. Missing: success we need to look rich stop to ridge top. Include the ____, need to collaborate. We are human. We like our agencies, ideas, territory, etc. As we grow our communities will become more complex. *I am feeling* hopeful there are lots of people around and in this group that can solve this. Duane is not a hippie yet.
- *We* made a lot of strides, but there is still room for improvement. Communication takes time. We all get busy and need to take the time. *I feel* encouraged.
- Room for improvement, we are moving in the right direction. It started at the local level and state, national even. When certain people have a chip on their shoulders it leads to a domino effect. *I feel* motivated. Go home and make more connections. Have face time with the community.

- *The situation* could be worse, could be better. *We got here* because the plans drove us here, when we did not do this as much before. Complacency, not enough time and people to do it correctly. *I feel this* will result in good things. Communicate more and make it more of a priority.
- We are here because our current methods are not working. *We need* facilitation that creates communication and collaboration. I feel that we are moving in the right direction and we can overcome it.

Worst Possible Outcomes – record

What are the worst possible outcomes of the situation?

- Not going to engage the people that we need to which could lead to not implementing the plan and lead to litigation.
- A lack of trust in federal partners loss of livelihood for ranchers/farmers/others and the bird gets listed.
- Lack of communication in regulatory agencies has a down ____ effect, has negative connotations on the communities that they serve.
- Reference number two, bird gets listed, economic consequences, for litigation from both sides.
- Don't move forward with effective plan.
- All the negative thoughts and narratives may become reality. That's it.
- Communication gaps grow because inconsistencies local offices damaging ____ gain more strength.
- Highly increased frustration and resentment.
- Reference number 2 the first page.
- Being a pessimist...the worst possible outcome would be a statewide standoff complete unraveling of our local communities. Would not want to see that happen.
- No one gets what they want. Everyone loses.

Best Possible Outcomes – record

If we choose to work together, what will be the best possible outcomes for our community?

- Working together creates an energy that benefits the ecosystem which in turn supports the community that relies on the resources. Build trust – create culture of inclusiveness.
- Excellent working relationships, identifying new opportunities to conserve and manage national resources and economies of state. Ability to develop collaboration and consensus solutions to other resources challenges and maybe prevent problems.

- Everyone has the same information and a clear understanding of that information – such that we can all clearly articulate where we are with the plans, solutions and strategies for all stakeholders. Become each other’s advocates with collective knowledge.
- Trust in all for progress. Increased respect/trust in one another which translates to projects on the ground and legislative work accomplished.
- Agency resources are leveraged to complete projects and get conservation on the ground. Better understanding of the roles and stages (phases) of the process and of the views of all the stakeholders makes for better decision-making and improved plans in the long run.
- The plan is amended to benefit all stakeholders. All parties are happy, everyone wins. Sage grouse no longer endangered.
- Nevada becomes the leader in the implementation of an innovative and sustainable sagebrush ecosystem plan (a.k.a. sage grouse plan) the Nevada economy thrives, consensus succeeds!
- We will become a model for good governance that can be transferred nationwide to begin to heal the divisions we see as a society.
- We prosper! We go beyond our goal and really achieve something awesome! We become an example for others with conflict.
- A sagebrush ecosystem capable of supporting a healthy sage grouse population, while allowing the multi – use mission to coexist and thrive for future generations. Land health achieves a positive trend. Provide economic benefit/employment. Bird (Sage Grouse) is recovered and no longer in peril.

Fostering the best outcomes: Beliefs and Behaviors - record

What new and adaptive beliefs and behaviors will foster achieving our best outcomes?

- Celebrate together after milestones are reached.
- Encourage a government of transparency and collaboration.
- Including more people/agencies/organizations than we think we need to rather than the minimum we can get away with.
- Believe that people’s intentions are good rather than assuming the worst. Collaborative collectively in person. Establish goals and objectives. Hold accountability, follow through. Be open and transparent, know that we are all on the same team.
- Make it a point to meet in a collaborative collective in person. Establish goals and objectives. Hold accountability, follow through. Be open and transparent, know that we are all on the same team.

- Renewed trust in the democratic process. Trust in the process. Trust in your community. Transparency of views through open and direct communication. Amending the plan – common goal – for the benefits of all parties to be heard.
- Communication at all levels of the organization is recognized as the most important work we do, is prioritized and supported from leadership.
- A belief that we win together or we lose separately but collectively.
- We make understanding and communication and respect real by working together. **We Act On Our Beliefs.**
- Good active listening
- Willingness to reach out of comfort zones.
- Engage this process for outreach and meetings.
- Be willing to be flexible for individuals who may have creative ideas.
- Think out-of-the-box
- Learning behavior and applying active listening skills.
- Setting people above territory.
- Increased local area working groups working toward a common objective.
- Flexibility and application of government/regulatory guidance.
- All parties involved.

Strategies and Actions – record

What strategies and actions will help move us towards our best outcomes? (A Collective Statement)

Model our positive beliefs.

- Expect leaders to fully address issues, engaged public, help others foster relationships.
- Institutional change: expect leaders to engage and respect direction from others.

Foster new relationships/help others foster relationships. Strong relationships of all stakeholders built on trust and respect.

- Create a group of stakeholders made up of different agencies to monitor and foster effective communication.
- Communicate effectively through all levels of for service in Nevada. Query staff to determine how to do that effectively.

Engage public and help others foster relationships with third parties.

- Set up meetings with all parties at the table.
- Meet more people face-to-face; everything starts there. Making sure we have face-to-face – is hard with finances but important.
- Allow enough time to address issues fully. This must come from on high. For local level, have the discipline to engage in a timely manner. Being more open-minded to other points of view.

Engage collaborative process as soon as possible with stakeholders and publics.

- Collaborative network approach.

- Have a meeting – a collaborative meeting, foster new relationships – help others do the same (foster – relationships)

Facilitated meetings especially where conflict is likely. Having facilitators is critical.

- Prioritize discussion points at meetings – specific to general
- Identify weak areas within the collaborative process from the ground up: establish goals and objectives/timelines to address and improve those weaknesses.
- Mapping areas/issues of (discrepancies) for improvement.
- Look at the channels and what the target groups prefer. Seek common values to aid moving implementation forward.

Take responsibility where we see gaps to close those gaps in communication Buy-in from top two routes.

- Make a joint plan for sharing information and communication.
- Identify the weak areas the loopholes for information sharing – have a person designated to manage that information sharing.
- Communicate with all affected agencies and individuals about implementation actions – develop email list, determine who will administer.
- Communication training.

Educate public through outreach. Prioritize discussion points, engage in upper leadership, trust and respect, effective communications.

Closing – Talking circle, no recording

- How did it feel to be part of the small group?
- What did you learn that can help Nevada foster collaboration?

Group 4 Small Group Report

Developing and Maintaining the Collaborative Network

12.1.2016

Facilitators: Jerri and Bevan



Grounding – Talking circle, no recording

- Introduce yourself and your relationship with collaboration.
- What are your expectations for the day?
- How do you feel about being here?

Greeting Circle – Meet your new team

Lifelong Learning – Talking circle, no recording

- How did it feel to be in the greeting circle?
- What did you learn that can help you resolve your issue?

Description of the Situation - record

- What is your description of the situation with the collaborative network?
- How did it get to be that way?
- How do you feel about it?

Description of the Situation

- Communication is key to make sure ideas are brought in from bottom-up and top-down.
- Facilitation is key. In order to move forward we need to train local facilitators.
- To provide meaningful work for local working groups to collaborate about.
- Identify stakeholders and establish topics of priority.
- After several decades of growing regulations, agencies and resources agree that there is a growing top-down mandate. This meeting is the opposite of how LUPA was created. Local workgroups are key. The need for them has been created by the new LUPA.
- A distinct lack of resources to create these functional groups; not just money. You can go so far as emotional resources.
- Lack of understanding of how process will be carried out by agencies, how state + local communities fit into picture.
- We don't know what we don't know. Lack of knowledge on how to do all this.
- Very top-down orientation with dictates that require local involved people to do what they're told; which directly conflicts with the collaboration process.
- *The situation is* in a state of confusion and lack of direction.
- Nevada state leadership (including federal) collaborative effort is top-down. There solicited collaboration was not listen to
- lack of buy-in at local level that we need. They feel let down. They do have a voice. We do want to hear from you.
- Reevaluate the organizational structure, what are the roles and responsibilities of each organization – what is are groups doing?
- Evaluate the roles and responsibilities, a flowchart of who does what.
- The state developed a collaborative process in 2012, adopted into statute. That process worked diligently to adopt a plan collaboratively. In federal agencies rejected it. Were now trying to figure out how to implement their mandated plan collaboratively.
- Unclear communication all around – people are looking for answers but don't know who to go to. From state and federal agencies there is unclear inconsistent direction.

Worst Possible Outcomes - record

What are the worst possible outcomes of the situation?

- We fail (i.e.) bird gets listed.
- More of the same (and growing) frustration and giving up.
- We further alienate the people we need to work with to find meaningful solutions.
- A repeat of what has happened – completely lose trust of the people we are trying to serve.
- We will be resolved to rely on the federal government's interpretation of the LUPA.

- Making a living on public land is no longer tenable, the economy of rural Nevada crashes and wealthy people who truly don't care purchased the parcels of land that exist.
- Relationships and community viability decreases.
- Agree with two previous comments, resource-based economies convert to tourism based economies. Multinational corporations end up owning a majority of agricultural land in Nevada.
- Concur on all. Broken relationships take a very long time to repair – if ever.
- Risk of crossing community thresholds – can't be re-created – rebuilt.
- Concur with others. Resource trends will continue downward.

Best Possible Outcomes – record

If we choose to work together, what will be the best possible outcomes for our community?

- We identify ways to move quickly and adaptively so that the people and ecosystem thrive and people have fun – accomplish much plus live in a functioning ecosystem. Partnerships will flourish to build bridges. Local people will understand that their voice can create meaningful outcomes.
- That people will invest in a collaborative process so we can move forward to develop an outcome that works for all parties. That we create a group or groups that work in this format to solve the issues that arise. That with this process we create an environment that people want to work in – so turnover slows down. Better understanding of the process – communication will be better.
- We all leave our agendas behind and really hear each other. We will be who we say we are inside this room and outside it to. A process is developed that works for everyone. People contribute. Relationships are built; people are changed. Established long-term friendships/relationships and sustainable community economics, healthy viable landscapes!
- If we decide to work together and IF federal agencies find latitude to accept collaborative solutions – a level of trust will be established, sound – progressive management will occur. Communities and habitats will begin to repair. *There will be* trust, communication, and coordination up and down from community to top levels of agencies and government.
- Self-describe community as state with development of 8 – 10 well supported groups meeting collaboratively on a monthly basis to develop and report on project success and

needs. All agencies report needs and services to SEC monthly. All entities are on the same team and sharing resources without boundaries – social, political, or functional.

- Potential avoidance of litigation that leads us to disruptive, time-consuming, and mostly unproductive and unnecessary federal decisions that take decades to implement and are compounded by changes in administration and other naturally occurring changes to ecological processes.
- Resiliency in economies – healthy, diverse communities, healthy sustainable ecosystem. all investments will continue to be capitalized. (I.e. time, resources, expenditures, passion, collaboration, etc.)
- Bird will not be listed.

Fostering the best outcomes: Beliefs and Behaviors – record

What new and adaptive beliefs and behaviors will foster achieving our best outcomes?

- That circles work
- That we don't have to have all the answers to proceed
- That failure is part of adaptive management.
- It's more fun
- I have time to help create a foundation of trust, understanding and respect that will result in effective and long term solutions.
- Resource issues shouldn't be politicized.
- Practice and cultivate active listening.
- Let go of old baggage and believe in process to attain common agreed-upon results.
- Identify specific individuals to become key core members to move the planning of the network forward.
- More trainings agencies require key staff to attend.
- Support training of facilitators.
- Developing trust in each other.
- Keep the discussion moving forward. Those involved will believe that their views matter and those who believe they are above will accept that local solutions, discovered through collaboration, can work.
- That this process can work and that it is worth the time it takes.
- Believe that federal agencies can actually accept collaborative based solutions.
- Belief by federal agencies that command and control does not work in local people might know more than them.
- Beliefs – buy in, better understanding, sense of being heard; change is good
- Strategies – written agreement that is signed and agreed, education (various)
- Trust – a new belief in many cases, grows and becomes a prevalent and continuing part of future progress.

- We must be able to adapt to all changes and recognize that this effort will be ongoing, possibly for centuries.

Fostering the best outcomes: Strategies and Actions – record

**What strategies and actions will help move us towards our best outcomes?
(A collective Statement)**

Stop doing what doesn't work.

Structural changes in agencies that allow collaboration. Identify potential pathways to achieve the best outcomes, incorporate adaptability.

- Appoint a lead in each of the committees to initiate the process. Wide representation involved in process. We will plug into local infrastructure like selected conservation districts to experiment with getting collaborative groups working to begin – evaluate as we continue. Engage locals through conservation districts. Leaders involved in the process.
- Focus on human element – economy, custom, culture. Define (locally), what is the “best outcome?”
- A correctly scaled geographically relevant set of groups that people can commit to attending long-term (including federal line officers!)
- Prioritize – implement – adapt, repeat, repeat, repeat. Truthful conversations, open decision-making.

Create and maintain a Nevada roster of facilitators for service to the community.

- Support broader facilitation roster, identify key individuals.

Develop incentives (funding) to energize.

Closing – Talking circle, no recording

- How did it feel to be part of the small group?
- What did you learn that can help Nevada foster collaboration?



TRUST: THE MISSING KEY

Dr. Jack R. Gibb is a pioneer in the broad fields of human understanding and organization development. While Gibb was Research Director at the National Training Laboratories (NTL) he observed hundreds of training groups in action and concluded that the ability of the individuals within those groups to trust each other was key to the effectiveness of their training. These observations led him to theorize that trust is a vital component in all human relationships. In Gibb's words:

"A person learns to grow through his increasing acceptance of himself and others. Serving as the primary block to such acceptance are the defensive feelings of fear and distrust."

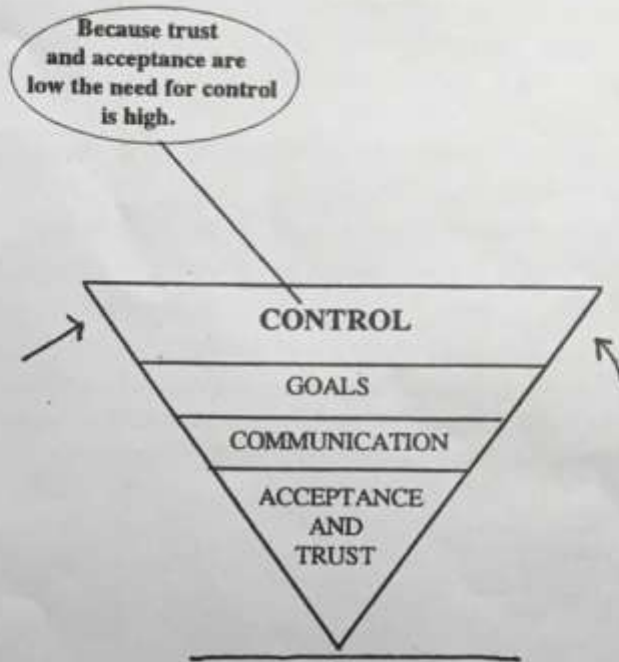
Jack Gibb has dedicated his professional life to examining the importance of individual trust as the key to individual growth and development. In his book, *Trust-- A New View of Personal and Organizational Development*, he presents the model below to explain how healthy groups function.



While studying the process of group development at NTL, Gibb noticed that there were four dynamics going on in all groups. These dynamics can be given as questions:

1. What is the level of trust and acceptance in this group?
2. What is the quality of communication?
3. What are we here for...what is the goal?
4. How are we going to function...what are the rules (control)?

Unfortunately our own experience and that of people like Jay Hall shows a reverse of the triangle in most situations. This triangle is unstable and likely to fall. The instability caused by the need for control, is typical of most families and businesses.



*This we know. The earth does not belong to man;
man belongs to the earth. This we know.
All things are connected like the blood
which unites one family.
Whatever befalls the earth,
befalls the sons of the earth.
Man did not weave the web of life;
he is merely a strand in it.
Whatever he does to the web,
he does to himself.*

- Chief Seattle

Group 5 Small Group Report
Communication and Outreach: Moving this out beyond this room
To the Grassroots!

12.1.2016

Facilitators: Bobby and Bettina



Grounding – Talking circle, no recording

- Introduce yourself and your relationship with collaboration.
- What are your expectations for this workshop?
- How do you feel about being here?

Greeting Circle – Meet your new team

Lifelong Learning – Talking circle, no recording

- How did it feel to be in the greeting circle?
- What did you learn that can help you resolve your issue?

Description of the Situation - record

- What is your description of the situation with communication & outreach, and moving beyond this room?
- How did it get to be that way?
- How do you feel about it?

Description of the Situation

- The situation is, we have a limited resource, multiple stakeholders and multiple livelihoods on the line.
- It got to be that way because everyone holes ideals tight.
- I feel these two statements cause contention or have inherent contention.
- The whole Sage grouse issue, communication has been weak; this is disappointing from the top down and this is a consequence of the process moving quickly and implementation plans have been developed at _____. More communication within groups than between groups.
- There hasn't been enough communication and it often takes something like Sage grouse to make it happen.
- Agency manager perspective, staff of 15, many projects going at once and few are related to Sage grouse.
- Too many priorities; not enough time. Staff and training specialist communicating technically. There is a need to communicate less technically; communicate complexities in plain language.
- Grazing environment; once agency meeting with permittees to evolve into a dialogue. How do we build on collective knowledge on what does/doesn't work and how to work together versus hard objectives. So much to do and so many partners and so little time.
- Relation to Wisconsin dustbowl era farming techniques and the University system helping farmers innovate new processes to conserve. How do we bring that here and apply to sagebrush? How do we do the same for ranching and Sage grouse?
- We are where we are today because of lack of time and accelerated effort, creating lack of clarity and confusion.
- We have to take the time and not ramrod the process.
- Communicate, take the time, engage stakeholders and it will evolve.
- Referenced the 80s and change in _____ stewardship perspective.
- Description: everyone feels like the plan was forced upon them with little to no understanding to what it meant, why objectives are the way they are and no understanding of how to achieve them.
- Definition of everyone; includes agencies. I feel like it was written at a high level so lower levels are trying to understand it also.
- How: fear that listing decision and fear to list the bird made time the priority, which is why it was written at a high level quickly.
- Time is still hanging over our heads - such a big piece of it.
- Communication is not lost, but were trying to communicate in spite of it feel: overwhelmed but optimistic
- I don't think were supposed to come to solutions today.

- Knowing your communication audience: too broad a base incorporate so many perspectives it is difficult to target communication.
- Why should the average person care? Internal communication needs to happen amongst stakeholders first.
- If we go out now, people will get 10 different messages from the people in the room. That's where the confusion/conflict starts.
- How do we simplify the language? Getting out of scientific mindset language?
- Look at your audience, who are you trying to talk to? What are you trying to say?
- Feel: frustrated at lack of feedback. *We* spend time on communication plans and do not know if they are used
- Where we are: complexity of issues and if you are not involved, it is difficult to stay involved.
- Diverse area of impact and because of time, upper levels could not go to lower levels resulting in this trust.
- Overarching coverage areas – those most directly impacted may have a different perspective but distrust may exist within upper-level.
- Communication at multiple levels determines whether or not this succeeds.
- Need common message not distilled over time. Time is a huge push/limitation. It's going to take a lot of time and a lot of credibility.
- Feel: I feel there is a long road ahead of us and it will take time to show progress. Incorporating all views to make this happen.
- Why: it comes down to historical stewardship of land. Looking at different, innovative ways to manage the land.
- Different perspectives on time. We all have something in common. We have more in common than we think.
- Communication beyond the people that will listen.
- How do we take care of the land and support economy and livelihoods? Come up with solutions on how to best implement plan.
- Cited regulatory need. Historical West, to CWA, to climate change.
- Different ways to come up with solutions.
- Building relationships.
- Grassroots is key, getting out in the field. Where here because we're trying something different.
- Keep working.
- Government and private sector have a lot, in terms of perspectives and reaching success for Nevada.
- Situation: conflicts, frustration and distrust has come from sagebrush management differences.
- We got here due to lack of communication regarding decision-making process.

- Bridging disconnect amongst all stakeholders.
- Long difficult road ahead of us. Move forward and progress towards common goals.

Additional discussion notes - the following statements were recorded by the facilitator as people spoke:

I suggested a 1 page shared statement what would you like to see included, common statement?

Who to go to for guidance, educating what/who conflict is a lack of understanding. From rancher perspective, not negative I didn't have an agency email. I can only tell people what I know more than just agency people need to understand and communicate that to others. Beyond this time is valuable, who to go to is still a big question mark.

Monitoring still going through that process. Trickle down still relates to black/white its so hard to communicate/convey. Conveying through chain of command, still policies are being drafted/additionality how do I work through this, site-visit, conveying that message of things still in the hopper. Need to do it together, keep going.

Why is it going so slow or fast? I was just trying to think of a specific example of how to communicate. Decided how to teach 2.2 to internal staff, trainers BLM, USFWS, NDOW. I can see how people would see 6 months as slow but it was quick. How to communicate better - I don't know but now it is clear; yes we needed to do that better. Collaborating with partner agencies. SETT was involved, NDOW, USFWS, BLM, FS; were the partners. We just started going and now know it would have been more collaborative to have more ideas and answers. It took 6 months to put together training. At each step we had questions to answer. That's what I wanted to get at. Everyone needs to understand we had to learn it too. 2.2 at the project level? Do we need to use it when we put in a cattle guard? A big mine of course, but a cattle guard? After that what chapter of NEPA? 1 chapter or all of them? Also what about land health objectives? Each project or all? The questions needed to go back and forth on the said landscape level? What is that level?

Communication being a job, a lot of our materials are the white paper, black ink on white paper, photos, videos, communication is more in those environments. We don't have to get away from what we've done but still use more media, except Facebook.

I agree with so many things, but we need to talk about the Sage Grouse. We need to remember that we are trying to keep this critter alive and restore its habitat, sometimes we get lost in our limitations and frustrations. Focus on long term goals, more positive energy and direction. I'm already ready to move ahead, a lot is being done but I don't know what it is, I'm frustrated.

A lot of the biologists I can't believe are focusing only on Sage Grouse. They're an umbrella species and we're trying to take care of the habitat both riparian and upland habitat. It's one species but it encompasses other species. Will transfer and translate across people who like hunting or fishing go back to why are we focusing on an individual bird. Recovering from wildfires at the end of the day how does it help the economy? One bird, lots of benefits, interconnections.

Obviously limited resources, complicated, impossible to know it all. Just trying to keep our heads above the water. From my view plans are written with the worst grazer in mind or mining group and putting the baseline there. We can't make loosey, goosey, rules we need to use the human aspect that is lost sometimes. The timeline is based on listing, if we make a lot of progress that is good for Nevada.

Want to see some position stuff (USFWS) sometimes info is lost in the woods; community/communication come from the same root word.

We often fear the worst, learn by doing adaptive management at the local level where things get done. I hope we can figure this out, if you're a great permittee more flexibility, when things are going well that should be granted.

There is still a lot of misunderstanding about the processes two different plans BLM + FS. There has been so much conflict around 2.2 that it hides the differences between the two plans and two timelines. Explaining that through better communication is something that needs to be considered. It was rushed, we need time to talk + communicate amongst groups and do our best in our respective situations. I'm optimistic and some people still need to be brought in but this commitment is great, I feel good about it.

Time is an important thing, at the Centennial Celebration for the FS I saw pictures from the early 1900's. 2005 was the centennial, it took 100 years to get there. We have a 4 year timeline, but some changes might take 25,30,40, or 50 years to see some changes. On a project level I might not see the results in my timeline.

It takes faith and trust that everyone is doing the right thing.

Worst Possible Outcomes - record

- What are the worst possible outcomes of the situation?

Best Possible Outcomes - record

- If we choose to work together, what will be the best possible outcomes for our community?

Fostering the best outcomes: Beliefs and Behaviors – record

- What new and adaptive beliefs and behaviors will foster achieving our best outcomes?

Fostering the best outcomes: Strategies and Actions – record

**What strategies and actions will help move us towards our best outcomes?
(A Collective Statement)**

We need a one page statement of common purpose and shared goals – from this group of agencies, ranchers, miners, sportsmen, conservationists to our varied constituents.

We should all, individually and in our organizations, work to develop success stories or activity news that will be of interest to those outside our own communities – for example to share in new stories or magazines *that are* written in non-jargon simple interesting words. Provide Sage grouse articles/speakers (success stories) to stakeholders – to distribute to their members through newsletters, instructor servers, programs. One Sage grouse habitat/restoration project field tour – each BLM and FS Ranger district – throughout the year. Television/YouTube presentations (recruit University/artists) on Sage grouse projects and stories in Nevada. Agency staff working on Sage grouse conservation table 2.2, monitoring and evaluation. Time, staff and people as well as mindsets can improve it as well. Provide food at regular meetings, (like SEC, SETT, LAWG). Share success stories, lek field trips, field days.

Develop a systematic and well-defined method of planning meetings, conferences, workshops etc. (From agencies to local groups) involve all affected stakeholders to participate and have their voices heard regarding sagebrush and sage grouse issues, management, and policy in Nevada.

Action item/strategy - to invite additional entities to group. Missing: tribes, recreationists, OHV'ers, hunters, Wildhorse/burro advocates. Develop messages targeted to these groups/designate agency folks to recruit these groups with GRSG conservation. Room to grow, flexibility plus forgiveness within building and framework.

Establish a web location or blog to aggregate information and contacts related to sagebrush ecosystem activities: news, meetings, groups, success stories. Identify a communications group – develop communication plan – develop list of materials, products and training. Communications/media training for agency and nonagency stakeholders

Create a website with FAQ' s for people to log onto, with the opportunity to submit questions and receive answers. Needs to be run by no particular agency, but rather representatives of various interests. Creating a blog for various stakeholders and interest persons to read and/or provide input on. Find a forum like your website to provide regular (weekly quarterly, etc.) information, and make it in a format that those viewing/looking at it can easily share it within their network. “Neutral gatekeeper” evaluates and keeps contributors accountable to their posts.

Have a forum/platform where information from LAWG meetings etc. can be centralized and available and easily accessible to all stakeholders and interested parties. Conservation District outreach newsletter to distribute at various forms. Provide a forum for centralized location for information that can be moderated and accessed by a larger audience. Use local area working groups to get information shared. Open forum for agencies, private interest groups, LAWGs, individuals, tribes, counties to spread news and information.

Additional discussion notes - the following statements were recorded by the facilitator as people spoke:

People have discussed systems/structure to improve grassroots communications. I agree with personal accountability to spread the word – forgiveness – identify audience and targeted communication strategy, method of feedback to critique communications. One strategy I suggested was frequent, dependable communication (i.e. bi monthly/quarterly newsletter/fact sheet). Annual GRSG meeting – impact in Nevada.

Programs/field trips for school classes – Sage grouse projects for students/boy and Girl Scouts. Prepare GR SG conservation education for elementary and high school students' curriculum.

Use the collaborative network to identify: What do people want to hear? How do they want to receive the information? Who do they want to hear from? (Ex: agency people versus interest group they already trust)? Messages (how we will communicate effectively) *including* communications networks and information sharing. Learning by doing, science library, success stories, web based/audio visual, regular meetings/forums. Who is our audience? I agree we need to establish our audience or attempt to reach out to everyone we possibly can. Through different avenues, all forms of modern communication; *such as* print, media, video, blog etc.

To engage a small group of people who I feel will be willing to actively work toward formation of an ever – enlarging group. That ultimately can create a collaborative effort among the mineral industry, state and federal agencies, and other stakeholders. To start with small, imperfect collaborative groups, then can be built up to be more inclusive and to impart both information and collect ideas. Open up agency Sage grouse groups to non-agency stakeholders – to assist on communications.

This collaborative workshop – this is a story that needs to be told. Put together an article or press release to tell the story of what happened over the three day workshop; an article that talks about how such a diverse group of people from all over the State representing a number of different interests came together to try and improve our State. Apart from applauding the sheer diversity of the groups represented it was promising to see that so many different types of people care about Nevada's resources. Getting that message outside of the room and sharing it as a success story is important, but also it is an invitation to others that would like to be involved.

Closing – Talking circle, no recording

- How did it feel to be part of the small group?
- What did you learn that can help Nevada foster collaboration?

APPENDIX 1

DRAFT Concept Paper

Nevada Collaborative Public Lands Management Network

For Implementation of US Forest Service and Bureau of Land Management Records of Decision for Greater Sage-Grouse Plan Amendments

Nevada is a unique and diverse state characterized by approximately 86 percent public land where implementation of federal policy and regulation is best understood and accomplished with inclusion of local science and knowledge. In order for the Bureau of Land Management (BLM) and the U.S. Forest Service (USFS) to successfully implement the actions described in the greater sage-grouse plan amendments for Nevada, a collaborative network of state, federal, and local participation is essential.

Roles And Responsibilities

Nevada's Collaborative Network will operate at the executive level, the field management level, and at the ground level to improve understanding and communication concerning implementation of the Sage-grouse Plan Amendments (SGPA). The network will operate by collaboration at each level and between levels to create an effective process for exchange of information and ideas that will result in constructive and practical recommendations for successful implementation of the SGPA and for effective conservation of our sagebrush ecosystems. Recommendations formulated collaboratively through the network that include state, federal, and local input will be formally submitted through the Nevada Governor's Office to the federal management agencies who retain the decision-making authority on public lands.

Executive Level - Sagebrush Ecosystem Council

The Nevada Sagebrush Ecosystem Council (SEC) will function as the executive level of the collaborative network. The SEC members include the top-level state and federal resource agency managers from the Nevada Department of Conservation and Natural Resources (DCNR), Nevada Department of Agriculture (NDOA), Nevada Department of Wildlife (NDOW), BLM, USFS, US Fish and Wildlife Service (USFWS), and Natural Resources Conservation Service, and gubernatorial appointed representatives from Nevada industry and users of public lands, conservation groups, and local government. State and federal agency executives participating in the network retain both the authority and responsibility to make decisions within their jurisdictions based on law, regulation and policy, best available science, and other relevant sources of information.

The duties of the SEC authorized in Nevada Revised Statutes (NRS) 232.162 are consistent with the Mission of the Collaborative Network which state that the Council shall:

NRS 232, 7(h) Coordinate and facilitate discussion among persons, federal and state agencies and local governments concerning the maintenance of sagebrush ecosystems and the conservation of the greater sage-grouse.

NRS 232, 7(g) Provide information and advice to persons, federal and state agencies and local governments concerning any strategy, system, program, or project carried out pursuant to this section or NRS 321.592 or 321.594.

Sagebrush Ecosystem Council Responsibilities

The SEC provides the opportunity to include broad, statewide management and stakeholder input to deliberate on challenges, identify opportunities for collaboration, and to evaluate opportunities for conflict resolution. The SEC executives also bring and have access to resources necessary for implementation of collaborative solutions.

The SEC will provide oversight and facilitate discussion and recommended resolution of state-wide issues, as well as unique or controversial local issues relevant to the SGPA that are brought to their attention. The SEC will also engage in topics at their discretion that pertain to the SGPA to coordinate and collaborate on matters such as:

- Coordinating and prioritizing greater sage-grouse conservation actions throughout the state;
- Developing conservation credits on public land;
- Effectiveness of the Nevada Conservation Credit System and other mitigation strategies used by the federal agencies;
- Effectiveness of the actions in the SGPA for inclusion in the five-year review by US Fish and Wildlife Service;
- Resolution of state-wide issues and unique or controversial local issues if they come up from the Field Managers' discussions; and
- Organization of Special Task Teams, as needed.

The SEC members can effectively communicate recommended implementation strategies and budget concerns both up the chain of command to Washington, D.C. and to the Nevada Governor's Office, as well as down the chain of command to the field levels. Consensus-based recommendations from the SEC appointed and ex-officio members will be conveyed to the Director of DCNR and forwarded to the federal agencies responsible for SGPA implementation. The SEC will not forward recommendations if consensus cannot be reached.

Interagency Level - State and Federal Program and Field Managers

The interagency level resolves technical issues related to implementation and connects technical experts with BLM and USFS line officers and other federal and state agency field staff with the intent of ensuring consistent implementation across agencies and geographic boundaries.

The interagency level has two components. The first is a core group of state and federal agency sage-grouse coordinators that meets bi-monthly or as needed to address technical questions. The second is an expanded group of state and federal field managers that convenes semiannually as needed via teleconference for updates on implementation procedures, to receive guidance on specific implementation questions, and to provide early notification of emerging issues.

The Interagency Core consists of sage grouse program managers and other key implementation staff from BLM, USFS, USFWS, NDOW, and the Nevada Department of Conservation and Natural Resources Sagebrush Ecosystem Program who will collaborate at the state level for executing the SGPA.

The Field Managers group is the interface for communication among technical experts, local stakeholders, and agency staff. The Field Managers group includes BLM and USFS local line officers with sage grouse habitat, the State Conservation District Program Manager and/or Regional Staff Specialists, USFWS staff leads for BLM Districts and USFS Ranger Districts, designated program managers from the Nevada Division of Forestry (NDF), NDOW, Nevada Department of Agriculture (NDOA), and the Sagebrush Ecosystem Technical Team Program Manager. Program Managers will ensure involvement of other appropriate staff as necessary. This expanded group brings additional expertise and resources for implementation and will provide a diverse perspective that can assist in resolving implementation challenges.

Interagency Core and Field Manager Responsibilities

The Interagency Core Group meets monthly or bi-monthly to address technical issues of implementation, convenes the Field Managers group on a semiannual or as-needed basis, and provides a report on its actions, decisions, and upcoming agendas to the SEC during regularly scheduled public meetings as a standing agenda item.

Field Managers reach out to and participate with Local Area Working Groups (LAWG) and Community Based Organizations (CBO) for field level coordination to further clarify and improve implementation effectiveness relative to SGPA implementation. Field Managers are responsible for communicating information from the SEC and Interagency Core Group to the ground level, and vice-versa.

Special task teams may be established by Field Managers on an as-needed basis. Special task teams will be interdisciplinary or discipline-specific depending upon the task at hand. Membership will be composed of qualified specialists from around the state in the fields of sage-grouse biology, conservation biology, the Nevada Conservation Credit System, range ecology, range management, livestock management, land reclamation/restoration, fire and fuels management, mining and exploration, and other specialists as needed.

Special Task Teams will work collaboratively to formulate recommendations for resolving site-specific SGPA implementation problems and provide recommendations for discipline-specific guidelines and interpretations of data. Approaches and details of conflicts resolved by special task teams will be shared with the Interagency Level Groups and reported to the SEC. When special task teams are formed to address a geographically specific task, they could be retired

when their assignment is completed, or have the option of staying together to monitor the situation and/or address other challenges. Special Task Teams could be assigned to provide ongoing technical assistance at the local level, or act as a standing Science Team.

Local Level - Local Area Working Groups and Community Based Organizations

Where they currently exist, LAWG and CBO are comprised of land owners, local, state, and federal resource managers, tribal members, and other stakeholders with vested interests in a geographically designated area, who voluntarily work collaboratively to evaluate and plan for landscape scale conservation or land use planning. These groups are usually geographically connected through conservation districts, sage-grouse population management unit boundaries (PMU), Biologically Significant Unit boundaries (BSU), counties, or rural ranch communities. Local/community groups may also be formed based upon interests in a common issue. Local/community groups may either be activated at the request of the Field Managers, or they may be activated on their own initiative to elevate natural resource issues and conservation to higher levels.

LAWG and CBO Responsibilities

LAWG and CBO will identify conservation opportunities and facilitate on-the-ground logistics for conservation actions and respond to requests from Field Managers. Where they exist, these groups will provide input into projects and evaluations conducted at the field level and will participate in elevating issues for conflict resolution to the attention of the Field Managers and/or the SEC when needed.

APPENDIX 2

A RELATIONSHIP PROCESS INSIGHT (FNG p 316)

Of all the influences we have in our life, relationships with others are the most important. We cannot communicate without relationships, we cannot have conflicts without relationships and we cannot have power without relationships.

During the 60's and 70's many studies were done with groups, trying to understand the way in which groups are formed. A series of developmental stages were identified that apply equally well to one-on-one relationships. These have been described in many ways, using different terms, but I have found the following description the easiest to remember because it rhymes.

Remember, though, that this is a road map. It appears linear because it is described in stages, each following the other. In actual experience, we go about this in very different ways. Some stages are fast, others slow, some stages may be left out, some stages may be repeated. Be aware of this as you explain it to others.

STAGE 1. FORMING:

We first meet as strangers, seeking something that will bind us. Our initial conversation is a search... where do you live, who do you know, what do you do? Each of these seeks some commonality that we can talk about, begin to develop a relationship around.

This is the time when similarities are important. We like to be with people who are the same as us. This is the most non-threatening stage of a relationship. We develop a relationship that is safe.

There are some who seek difference, who purposefully seek out that which is different than them. Those they find are also seeking difference. This is their similarity as a basis for the relationship.

STAGE 2. STORMING:

This stage begins when we are confronted with our differences. That which brought us together is suddenly threatened. Because we are curious creatures, we are normally unwilling to be satisfied with the boredom of sameness. We begin to test the boundaries of our relationship. We begin to mold the other person to meet our needs. This is a movement to the use of power in the relationship.

We are all different in some way, from each other. We differ in our ages, our cultures, our experiences when we grew up.

In the forming stage we may agree on the value of family traditions at Holiday times. We like having the tree with Christmas bulbs and tinsel. This is our similarity. But, when it comes time to share Christmas together, we find that there are differences in approach we had not discussed before.

So, I may want to buy a white fir for Christmas, because this is the way it has always been in my family. But, my wife wants a cedar tree, because this is the way it has always been in her family. I want my soft light bulbs that I have used for years, she wants her bulbs, the kind that blink on and off all the time. They make me nervous after being in the room for a while.

I like to just toss the package of tinsel at the tree and watch it naturally arrange itself as it floats to the ground. Pat likes to place each individual strand on the individual branches of the tree. Who decides?

Well, in my culture, the English, the male is the final authority. I will get to decide. I expect my wife to "conform," to comply. This is the approach I was taught to use in my culture. I learned to conform to authority, to what was expected. In fact, my generation was known as the "age of conformity." We wore the same clothes, worked an 8-5 shift, had "standard" job descriptions, and worked to "keep up with the Joneses."

My wife, however, is younger, a feminist, coming from the age of rebellion, the 60's. She is also American Indian, where there is a matriarchy, and decisions such as this are left up to the woman. She decides she will not conform, she has every right to have a say in this issue.

Now we are entering the stage of storming. We have different approaches that have to be resolved. Normally they are resolved by you conforming to my needs, so that you continue to "look like me." That is the safest, most stable relationship to have. It is also the most boring, uninteresting relationship to have.

But, what if you don't conform? What if you stand up for your views? Then I must "force" you, and that is the beginning of the "power struggle", the beginning of real conflict. If I am a flight person, I will appear to comply, and move the storming to the non-verbal arena, by resisting quietly, with passive aggression.

If I am a fight person, I will pit my power against yours. We are in a power struggle, a real storming is occurring. We are now reactive, emotional, motivated by worst outcomes.

There must be a solution to this storming. An impasse is not desired. We rely on the common approaches to conflict resolution. I may deny the problem exists. Or, I may distance myself from the issue, by not talking to you about it, by not speaking to you, or by placing myself where you are not seen.

I may seek a divorce, a termination of the relationship. Then I can do what I want without having to be in a power struggle with you. Or, if the unresolved conflict is too much to bear, death becomes an alternative.

This is the motivation behind the violent shootings of postal workers by a former co-worker, recently. Because he lost his grievance, and could not accept the decision, he felt compelled to visit death upon those who participated, including himself. The inability to somehow resolve the storming phase of conflict is probably behind much of the violence we see in society today.

STAGE 2A: THE PAUSE THAT REFRESHES: This stage is not referred to in the behavioral literature, but I have observed it is necessary. Once the confrontation occurs, a pause is instrumental in facilitating the norming. The pause is similar to "distancing," in that it allows some time to consider, to adapt.

In a consensus session, I provide a break after a group has described the situation, and explored their worst possible outcomes of the situation. This leads them through the storming, and prepares them for the norming. A break allows the mind to re-consider the situation, to re-assess the severity of the worst outcomes.

I normally provide a break after the parties have confronted each other. I pose a question before the break; "How are we going to resolve this to meet all the party's needs?"

After the break, exploring the best possible outcomes develops the basis for the norming the beliefs and behaviors that foster the best outcome are the norming.

After confronting each other, often in a reactive way, on an issue like the Christmas Holidays, Pat and I will separate, go to different rooms, or I may go for a walk. This allows us to think of what was said, to re-assess our emotional reaction, to become more proactive. We can decide how much we overstated our case. We can decide how much of our connection to the way we do it is "loyalty" to the past. We can consider the points of the other party. Now we are ready for "norming."

STAGE 3: NORMING: In this stage the participants recognize that these differences must somehow be dealt with in a mature and growing way. A decision must be made that the relationship is too important to end. The participants must first affirm that the differences exist. They seek to understand why they are present. This means learning to understand the other person better. Then the question is asked:

How can we have these differences and still remain in the relationship?

For Pat and I the answer was obvious. The relationship was too important to be the cause of dissension. So, I agreed to buy a cedar tree if I could put my bulbs on it. She put the tinsel on it, a piece at a time. I stayed away from this process, unable to understand the patience it took to do this. The Holidays were somewhat strained, because it was different, but enjoyable.

The next year, it was easy to agree I would get my fir tree, use her blinkety bulbs, and I would get to decorate the tree with the tinsel, my way. Well, Pat actually helped a bit on that.

We have begun to seriously norm, adapting slowly so that we are able to accept and appreciate each other's differences. We are proactive, thinking our relationship through, fostering best outcomes.

The following year, we bought the prettiest tree we had ever seen. We both liked it, a noble fir. We also bought some new bulbs. And, believe it or not, I found the patience to decorate the tree a strand of tinsel at a time. We enjoyed the experience together. Now, we are entering the next stage, Performing.

STAGE 4: PERFORMING: From this point on, once the norming is established, the relationship can perform at peak levels. There is still difference, but it adds to the richness of the relationship experience,

because it is understood, accepted, appreciated. The relationship flows in a natural way, saving time because there is a common focus and an understood approach.

STAGE 5: STORMING - REFORMING: Rarely will a relationship remain for long in the performing stage. The journey through the storming to the norming will cause movement and growth in each person. This changes the nature of their perceptions, and their information base. This in turn affects their beliefs and behaviors. They will become different people.

In time, a new issue will arise between the parties. One party will want to do something new and different, as a result of personal growth. The result is a movement to storming, and as resistance builds, a desire for re-forming. The other party resists, wanting to keep things in the new and accepted way, wanting the other to conform to this new way.

This will require the relationship to repeat the process for storming, norming in order to return to performing.

The cycle is continuous, to be repeated as each person continues to grow and seek to reach his and her potential. Yet, the desire will continue to be to seek stability, to have conformity. It is easier, on the surface, and the reactive and emotional storming stage can be avoided.

APPENDIX 3 – Participant list

	Name/Title	Organization
1.	Joe Garrotto, Santa Rosa District Ranger	U.S. Forest Service
2.	Boyd Hatch, Santa Rosa District Range Con	U.S. Forest Service
3.	Lauren Williams	Nevada DCNR
4.	Cheva Gabor, Nevada State Liaison	U.S. Forest Service
5.	Marci Todd	BLM
6.	Starla Lacy, Vice President, Environmental, Safety and Land Resources	NV Energy/SEC Energy
7.	J.J. Goicoechea	SEC Chair
8.	Chris McKenzie	SEC- Vice-Chair, Board of Wildlife
9.	Sheila Anderson, Policy Analyst, Conservation and Natural Resources	Office of Governor Sandoval
10.	Doug Busselman	Nevada Farm Bureau
11.	Matt Magaletti, Nevada/California Sage Grouse Implementation Lead	BLM
12.	Jim Lawrence, Deputy Director	Nevada DCNR
13.	Richard Bradbury	Rancher
14.	Duane Coombs	Newmont Corporation
15.	Steve Boies	SEC-Ranching
16.	Robin Boies	SANE
17.	Hanes Holman	Elko Land & Livestock Ranch Manager
18.	Ken Scheffler	U.S. Fish and Wildlife Service
19.	Rose Strickland	Sierra Club, Toiyabe Chapter
20.	Liz Munn, Sagebrush Ecosystem Program Manager	The Nature Conservancy
21.	Mark Freese, Western Region Supervising Habitat Biologist	Nevada Department of Wildlife
22.	Tim Rubald, Conservation District Program Manager	Nevada DCNR
23.	Jeremy Marshall, Bridgeport District Ranger	U.S. Forest Service
24.	Erik Taylor, Austin-Tonopah District Ranger	U.S. Forest Service

25.	Jerri-Williams Conrad, Executive Assistant to the Director	Nevada Department of Agriculture
26.	John Tull	Nevada Department of Wildlife
27.	Kris Boatner, Wildlife Program Manager, Humboldt-Toiyabe National Forest	U.S. Forest Service
28.	Sherm Swanson	SEC – General Public
29.	Robert Veldman	
30.	Tara Vogel	U.S. Fish and Wildlife Service
31.	Gary McCuin, Extension Educator	Eureka County
32.	Tina Nappe	SEC-Conservation and Environment
33.	Sam Lossing	North Central LAWG
34.	John Ruhs, State Director	BLM
35.	Bryan Stockton, Senior Deputy Attorney General	Nevada Office of the Attorney General
36.	Shawn Espinosa, Upland Game Staff Biologist	Nevada Department of Wildlife
37.	Kim Dow, Branch Chief, Renewable Resources	BLM
38.	Bettina Scherer, Conservation Specialist, Winnemucca	Nevada Conservation Districts Program
39.	Kathryn Dyer	BLM
40.	Bevan Lister	SEC, Agriculture
41.	William Mack, Field Manager, Black Rock Field Office	BLM
42.	Ron Cerri, County Commissioner	Humboldt County
43.	Tim Coward, Field Manager, Tonopah Field Office	BLM
44.	Jeff White, Director – Rangelands Sustainability and External Relations Department	Newmont Mining Corporation
45.	Ralph Thomas, Carson City District Manager	BLM
46.	John Sherve, Field Manager, Mt. Lewis Field Office	BLM
47.	Jill Silvey, Elko District Manager	BLM
48.	Karen Boeger, Co-Chair	Backcountry Hunters and Anglers
49.	Michael Herder, Ely District Manager	BLM
50.	Michael Toombs, Associate Winnemucca District Manager	BLM
51.	Jose Noriega, Ely District Ranger	U.S. Forest Service
52.	Kemba Anderson, Supervisory Land Law Examiner, Division of Natural Resources	BLM

53.	Kelly McGowan	SETT Program Manager
54.	Katie Andrie, NDOW Rep	Nevada Sagebrush Ecosystem Technical Team
55.	Sara McBee NDF Rep	Nevada Sagebrush Ecosystem Technical Team
56.	Dan Heuser DCNR Rep	Nevada Sagebrush Ecosystem Technical Team
57.	Elizabeth Zbinden, Consulting Geologist and Geochemist	Nevada Mineral Exploration Coalition
58.	Richard DeLong, President	Enviroscientists, Inc.
59.	Lee Lizotte, Administrative Consultant	Western Exploration, LLC
60.	Odin Christensen	Western Exploration, LLC
61.	Melanie Peterson	BLM
62.	Doug Furtado	BLM
63.	Vicki Smith	Cottonwood Ranch
64.	Anna Westesson	Public Relations and Communication
65.	Irene Davidson, Carson District Ranger	U.S. Forest Service
66.	Chris Rose, Public Affairs Specialist, Nevada State Office	BLM
67.	Bill Dunkelberger, Humboldt-Toiyabe National Forest Supervisor	U.S. Forest Service
68.	Jim Barbee, Director	Nevada Department of Agriculture
69.	William Molini, Chair, Sage Grouse Subgroup	BLM Resource Advisory Councils
70.	David Kampwerth, Field Manager, Humboldt River Field Office	BLM
71.	Elizabeth Spaulding	The Langdon Group
72.	Susan Ellensworth	U.S. Forest Service
73.	Bobby Jones, Wildlife Habitat Biologist	NDOW
74.	David Pritchett	BLM
75.	Agee Smith	Cottonwood Ranch
76.	Shane Hall, Partner/General Manager	Crawford Cattle, LLC
77.	Ray Dotson	NRCS State Conservationist
78.	Julie Malvitz	NRCS Partnerships
79.	Debbie Hoffman	NRCS Field Ops