

## **Procedures of the CRM Process**

### *1. Inventory*

To develop a management plan, everyone involved in the CRM effort should understand existing conditions, limitations, and potentials of the resources included in the CRM area. Much of this data is available, but they need to be assembled and consolidated. Experiences and information “known,” by participants need to be transferred to the written plan so they can be used by other participants who follow and are expected to implement the plan (see Coordinated Resource Management Checklist).

### *2. Analyze: Identifying Issues, Problems and Opportunities*

The ranch unit resources information should be understood by all interested parties, and the present situation, limitations, potentials, and problems of the resources and of the participants discussed freely so all participants have a clear picture of the opportunities and constraints within which the CRM plan must be developed.

Candid discussion of group members, various interests, concerns and ideas concerning the planning area should be encouraged during the entire process. From this discussion, the groups should identify specific issues and complete a list of problem descriptions (see Coordinated Resource Management Checklist). It is important that all suggestions be included in the list, although some may seem controversial. This part of the process may require field trips in addition to indoor sessions to acquaint everyone with the planning area and to promote participation in the CRM process. Dialogue is best maintained if participants can travel together on field trips in a single vehicle. If this is not possible, a special effort by the chairman or moderator is needed to summarize and to motivate group discussion at each stop so that everyone has the opportunity to listen, participate and learn from the discussion.

### *3. Determine Goals and Objectives*

The CRM Committee must decide where it wants to go before a logical and expedient route can be selected. It is imperative to develop common goals that are agreed upon by all committee members. Goals must be clearly defined, but be broad enough to allow flexibility in reaching individual or agency goals. CRM Committee goals should complement and not contradict rancher or agency regulations. Honest communication and objective trust are the keys to success in establishing goals that will serve the needs of all participants. Constantly focusing on stated goals is most important to provide a clear direction on where the committee is going and what they are trying to accomplish. An example of CRM goals are provided in appendix C.

Objectives must also be identified and listed to address the issues identified (see Coordinated Resource Management Checklist). The list of problem descriptions and objectives will tend to match. If adjustments in livestock forage allocations in the spring are an issue, improvements in spring forage production and utilization will probably be an objective. Do not be concerned

if some objectives appear to be inconsistent. All ideas will be reconsidered in greater detail as the plan is developed. As people meet and learn one another's problems and needs, constructive suggestions and, ultimately, solutions may surface that allow achievement of objectives that initially appeared contradictory.

The planning process will be easier if all objectives are specific, measurable and attainable.

#### *4. Resource Checklist*

Using a resource checklist (see Coordinated Resource Management Checklist) helps make sure relevant items are considered in the CRM plan. Additional significant issues and objectives may result from group review of the checklist.

#### *5. Evaluation alternatives and opportunities*

Different interests and experiences produce different opinions - fortunately. An honest appraisal of someone else's alternatives and opportunities will generate compromises by all parties involved. What seems weird or heresy at first just may be the solution to a supposedly irreconcilable impasse.

#### *6. Developing the Action Plan*

Actions are the end-product of a CRM plan. After the CRM committee members are satisfied with the issues and objectives they have identified, the next step is to identify feasible actions to accomplish each objective and list them on an action worksheet (see Coordinated Resource Management Checklist). A group decision must be made to identify the most appropriate action. Complete concurrence on all action decisions may *not* be possible, however, the committee should strive for decisions that are as close to unanimity as possible. For each action, the moderator or chairman will specify who must undertake each task and when they will do so. The action worksheet summarizes pertinent information about each action decision including assignments, time frames, benefits and costs. To make a plan work, actions must be carried out by people committed to accomplishing the objective. With the completion of the action worksheet, the planning group has almost finished constructing the coordinated plan. Action(s) should be selected to address each planning objective.

#### *7. Complete the Coordinated Resource Management Plan*

The Plan is not complete, nor the process in operation, until the decisions on how to achieve the objectives have been made and recorded in writing. A division of responsibility and a timetable for implementing the decisions are necessary. (See Coordinated Resource Management Checklist). Private and public land and wildlife managers must document their decisions for the record. The handshake and verbal agreement may be true Wyoming and commendable, but they mean nothing to a new member who transfers onto the committee six months after the decisions were "shook hands on."

The entire planning committee should evaluate the plan and decide whether or not it makes sense and will produce the desired results. They will review the plan to determine if the objectives are in harmony, realistic and internally consistent. If there are still contradictions in the plan, the group should work them out. Although it may take some time, any necessary compromises - should be easier to obtain at this point than at any other point the process.

When everyone is satisfied that they have developed a workable plan that addresses their basic concerns about the land, all planning participants "sign off" on the signature page, recording their agreement.

### *8. Implementing the Plan*

The purpose of the Wyoming CRM program is to get natural resource management back on the ground. All participants should remain active in the CRM program as the activities planned initially are accomplished and decisions are made to include other activities and activities.

### *9. Monitor the results and revise the plan as needed*

No plan is foolproof or perfect, and a fancy looking plan is worthless if it does not work. It should not be filed away and forgotten. Accomplishments should be anticipated, quantitatively documented and evaluated to determine if they were as great as expected. Economic and personal goal change, special interest group pressures change, agency management goals and procedures change as administrations change, and objectives may require revision. Management effects on natural resource conditions must constantly be monitored to determine if common goals and objectives are being met. Constant and effective monitoring is a must so that adjustments in the management plan can be made before it's too late. Monitoring should be used as an indicator or "measuring stick" to determine if the committee is moving forward or backward in reaching their natural resource goals. Monitoring may "trigger" the re-planning process in order to keep the committee from making costly mistakes. (See Appendix E - Monitoring). Few people can accurately predict the future. The local CRM committee must plan on working together regularly to make on-the-ground reviews of accomplishments and future plans.

### *10. Annual CRM Review*

At the appropriate time as determined by the monitoring component of the CRM plan, the committee reconvenes to review the implementation of the plan.