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Investigating the feasibility of a
conservation coalition in Jackson Hole and
identifying collaborative spaces between
organizations

Executive Summary

The University of Wyoming Haub School of Environment and Natural Resources offers an immersive course in which students explored pressing environmental issues in partnership with local community organizations. The course, titled "Environmental Solutions in Jackson Hole", is a place-based, problem-based, and project-based approach to education. The Jackson Hole Conservation Alliance is the sponsor for this project and they along with The Community Foundation of Jackson Hole requested a team of students to conduct research addressing the need and feasibility of a conservation collaboration system in Jackson Hole.

Our objectives for this research are as follows; 1) identify indicators of collaboration and use literature to improve our knowledge of existing collaboration systems, 2) analyze how selected conservation organizations function and interact in the environment of Jackson Hole, and 3) examine how collaboration influences decision-making. Our team used a process of systematic review, combined with descriptive statistics and semi-structured interviews as data and information gathering methods. This multifaceted approach allowed us to ask a lot of questions and analyze information in a structured and systematic manner. Due to the time limit of this project, our team prioritized 15 conservation organizations, representing almost half of the conservation organizations in Jackson Hole. Our study group of 15 included a diverse set of organizations that range in size and function on different levels (local, state, national).

Our results are represented in four thematic findings; collaborative spaces, benefits, challenges, and must haves. Collaborative spaces reflect the mapping of the conservation organization landscape and are defined as groups of organizations with the highest potential for collaboration. The study group had three common benefits of collaboration: shared resources, different perspectives, and successful fundraising. While we only found three common benefits, twice as many challenges were identified. The common challenges were lack of collaboration definition, relationships, loss of funding, lack of communication, differences in mission, and time management. Furthermore, the study group also stated that for a system to work they must have the following: voluntary collaboration, goals/objectives, agreement on language, accountability, incentives, and leadership.

We recommend the following six actions for future collaboration within the Jackson Hole conservation community: meet again, power to the organizations, portal website, incentives, strategic plan development, and leadership. Please consider our recommendations as starting points for potential development of a system of conservation collaboration.

Our project not only documents the unique conservation community and the feasibility of a system(s) of conservation collaboration in Jackson Hole but also functions as a

cornerstone to inform future actions of the organizations in this community. Our team believes that it is possible to establish a system of conservation collaboration but would be best if used with incremental strategies at a slow but steady pace. Whether or not a system(s) of conservation is ultimately developed, our project provides an intimate look into the conservation organization community of Jackson Hole.

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Introduction

Jackson Hole exists at the intersection of a rich ecosystem and a recreational tourism destination. Balancing the biological communities and human interaction is not a new problem for this diverse community and one that will persist. Jackson Hole experiences an influx of snow-sport enthusiasts during the winter months and tourists during the summer, causing the town to grow from 10,000 people to over 60,000 (Jackson Hole Chamber of Commerce, n.d.). Although one could argue that many visitors attracted to the area are already educated in conservation and sustainability practices, there are still large numbers of people with little to no knowledge of the area nor how to act in such

an environment. Due to the development and increased activity that large numbers of people create, the ecosystem experiences high levels of stress (see Appendix A). As a result, over thirty conservation organizations are working to protect the area around Jackson Hole. These organizations focus on a wide range of issues, including but not limited to habitat restoration, wildlife crossings, watershed

Image 1. Town of Jackson

protection, and sustainable practices. Although each organization has its own objectives, the overarching goal is to minimize the threats to local environment. Thus, the organizations operate across many disciplines and levels. Additionally, the large number of organizations creates a unique operating environment that plays an important role in how the organizations function in this space. Although there is a large body of research on collaboration, collaboration of non-profits, and systems of collaboration, there is little to no research on collaboration of organizations that function at multiple levels and vary in sizes in an environment such as Jackson Hole.

Background

The Community Foundation of Jackson Hole (CFJH) is very interested in conservation organizations exploring opportunities for increased collaboration. CFJH has agreed to sponsor three meetings to support and increase collaboration among the conservation organizations. In February of 2017, CFJH gathered via a survey an overview of the threats and challenges that each conservation organization considered important and which issues they focused on (See Appendices A and B).

On May 16, 2018, 26 conservation organizations met to create a matrix that illustrated the threats and methods of how conservation organizations conduct their work. In addition to these efforts, the Jackson Hole Conservation Alliance (Alliance) commented on the FY18-19 work plan produced by Teton County (see Appendix C) in which they expressed to the mayor, councilors, and commissioners to "please include time and money to participate in or lead a county-wide Conservation Action Plan or cumulative study." The combination of these efforts revealed that there was a need for further investigation into the feasibility of a system of conservation collaboration. The Alliance and CFJH requested the University of Wyoming Haub School Environmental Solutions in Jackson Hole student team to conduct research on the feasibility of a system of collaboration for conservation organizations. Our team developed the following mission in collaboration with Alliance and CFJH.

> **Mission Statement**
> Assessing the need for and feasibility of a conservation coalition in Jackson Hole through analyzing the operations of conservation organizations and identifying collaborative spaces between them.

Objectives

Objective #1: Heightened Understanding of Collaboration
Identify indicators of collaboration and use literature to improve our knowledge of existing collaboration systems

Scope
Synthesize literature on the foundational pieces of collaboration and collaboration systems. This is a mini-review, with limited details and only significant information that informs our knowledge. We also analyzed the previous attempts to start a coalition between the conservation organizations in Jackson Hole.

Deliverables
1.1 A mini-literature review of the principles and impediments of collaboration.
1.2 History of previous conservation collaboration attempts in Jackson Hole.

Methodology (see Methodology section below)
Systematic Review
Semi-structured Interviews

Objective #2: Conservation Non-profits in Jackson Hole

Analyze how selected conservation organizations function and interact in the environment of Jackson Hole.

Scope

The dissection of internal and external framework of each conservation organization is focused on four areas: history, threats to conservation, response to threats, and process of decision-making.

Deliverables

2.1 An Organization Directory that is produced for the benefit of the October meeting, including updated mission statements and current projects.
2.2 A network map highlighting potential collaborative spaces.
2.3 Statistical Report

Methodology (see Methodology section below)

Systematic Review
Semi-structured Interviews
Descriptive Statistics

Objective #3: Decision Making Models and Case Study

We examined how collaboration influences decision-making. Furthermore, we produced a case study of two conservation systems.

Scope

We provided insight on common decision-making models being used by the organizations drawing on literature about these models to inform our synthesis. In addition, we will produce a case study of a conservation system.

Deliverables

3.1 An outline of common decision-making models among conservation organizations
3.2 Case studies of two conservation systems.

Methodology (see Methodology section below)

Case Study Frameworks

Investigation Methods

Conservation Organizations

We prioritized 15 conservation organizations to investigate to achieve of our objectives, limit our scope and ensure quality of work. We included a diverse set of organizations across a range of size, function, and geography (e.g. local, state, and national).

Figure 1: Conservation Organizations

Data Methodology

We selected these three methods to collect, review and analyze our data.

- Mixed method Review
- Semi-structured Interviews
- Field Notes/Observation

Mixed-method Review

We conducted a literature review on organizations with emphasis on nonprofits in context of collaboration. By going through this process, we will better understand collaboration and can then apply this understanding to our project.

We used a three-prong approach for this review, combining a traditional literature review with qualitative data from interviews and case studies. Due to the complexity of a mixed method review we utilized semi-structured interviews, a literature review framework, and a case study format. Interviews were conducted with individuals who have experience with coalition systems. In the Jackson Hole community there are only two other coalition systems, *Systems of Care* and *Systems of Education*, and although these function in different contexts than conservation, their success in this unique community provides valuable information to our project. Our goal is to identify elements that worked for these systems and why they worked. In addition, we identified aspects of the system that did not work. The case studies provided examples of conservation systems and their frameworks. This prong of the review is focused on specific conservation systems - different than Jackson Hole.

Semi-structured Interviews

The preliminary mapping exercise laid the groundwork for creating a network map. We needed to get a better understanding of the work done by the various conservation organizations and their decision processes, so we scheduled interviews to learn more. We worked to create a comfortable atmosphere that allowed for sharing of confidential information, or information that should only be shared with specific organizations if there is a potential collaboration area between them. Our semi-structured interview method had some questions for gathering facts and other questions for prompting conversation, so we could achieve deeper insight into the decision-making processes of each organization.

Our semi-structured interviews addressed specific aspects to our research and allowed for participants to bring new insight to the topic. The interview included open-ended and theoretically-driven questions. Formulating questions and the order of them required some trial and error. With each question there needed to be a clear and defined purpose behind it. This included a statement about the purpose of our research and an expression of gratitude for the interviewee's involvement. Then the beginning segments of the interview were the most open-ended questions – helping to lead the subject to share more of a narrative. Questions in the middle of the interview required a degree of trust. The final questions related back to points made by the participant in the beginning. These questions allowed time for further explanation on topics that were not fully explained by the interviewee (Galletta, Anne). Synthesized information from our interviews will be discussed in further detail in the Interview Synthesis section of the report. Please see Appendix E for our interview protocol.

Field Notes/Observation

The mapping exercise on May 16th was a key piece in jump-starting our project. This meeting provided a great opportunity to gather information and make contacts with organizations. Having all the organizations assembled at once saved us time and helped us get a head start on a network map. Furthermore, we were able to observe the organizations interact with one another. Through direct observation, we took field notes to document patterns of dialogue (what is said, by whom it is said, and the reactions of people when they are interacting). We identified that field notes could add depth to our quantitative findings, and chose to pursue this style of data collection. Our team had to be aware of our biases when taking notes, such that the observations are as objective as possible (Phillippi, Julia). There is also a difference in looking for and looking at the subject(s) when observing. "Looking for" while observing is beneficial in collecting quantitative data, while "looking at" the participants includes the environment the subject is embedded in which gives a broader perspective. This can give unforeseen insight because people may react to their surroundings in an unexpected way (Taylor-Powell, Ellen).

Deliverables

Literature Review

Objective 1 – Heightened Understanding of Collaboration Deliverable 1.1

Principles of Collaboration

Identifying principles of collaboration is part of the foundation for successful collaboration among the conservation organizations. The following principles are only one part of the puzzle when it comes to implementing collaboration, so it is important to emphasize that significant investigation of the Jackson conservation environment for collaboration to be successfully tailored and applied here.

Successful collaboration can result in greater impacts than if organizations are working individually. Wei-Skillern and Silver (2013) identified four principles for successful collaboration: 1) mission before organization, 2) collaboration based on trust, not control, 3) promote others, 4) build constellations, not lone stars.

Mission before organization means the work being done to create impact comes before the growth of the organization. Even if collaborating organizations are contributing unequal amounts of funding and capacity they agree to have stakeholder equality in a project because implementing the project is more important than the individual gain.

Collaboration based on trust, not on control means that collaborators find each other based on shared mission, beliefs, and work ethic and not because partners believe they

can obtain extra funding. Collaborators selected based on shared values will have greater success in their collaboration and the collaboration is more likely to be sustainable in the long term.

Promoting all the participants in collaboration initiates contributions from all of them because everyone will feel ownership of the project and the result will reflect each collaborator's work. This strategy also allows for each collaborator to bring their strengths to the table increasing overall resources available to the project.

Creating constellations and not lone stars builds upon the principle of promoting all participants. The idea is to create a team where the resources are shared, so they will be used in a more efficient manner.

Principles of Collaboration

1. **Mission before organization**

2. **Collaboration based on trust, not control**

3. **Promote others**

4. **Build constellations, not lone stars**

Wei-Skillern and Silver (2013)

These are different ways of operating compared to individual fundraising and organizational centric thinking. This requires new thinking for these principles to take root and be applied in collaboration. Wei-Skillern and Silver (2013) clarify that these principles are guidelines for collaboration and have to be applied in the operational environment to be successful.

Financial Impact

MacIndoe and Sullivan (2014) indicate that collaboration in the nonprofit sector is greatly influenced by financial stability in two ways. One, the financial outcome of collaboration, and two, the likelihood of collaboration based on an organization's financial stability. The financial outcome of a successful collaboration is considered to improve an organization's financial stability, resources, relationship network, and effectiveness. A financial incentive can be used to increase the willingness among

organizations to collaborate, where a financial reward is provided to organizations participating in collaboration. While investigating the likelihood of collaboration based on an organization's financial stability, MacIndoe and Sullivan (2014) found that organizations that are more financially vulnerable, meaning they are more impacted by the external economic environment than financially stable organizations, are less likely to form collaborative partners, or maintain their position in a collaboration. Therefore, an organization's economic status should be considered before entering a collaboration. Their research also found that organizations with narrow missions are less likely to collaborate with other organizations because there is little alignment in their work.

Several conservation organizations in Jackson have indicated that they are willing to collaborate with other organizations because of their financial vulnerability and limited staff capacity. This indicates that the Jackson community may operate differently in practice than the organizational environments studied by MacIndoe and Sullivan (2014). On the other hand, conservation organization in Jackson with narrow missions show less interest in collaboration better matching the results found by MacIndoe and Sullivan (2014).

Productive Collaboration

Collaboration is a desired tool, but only if it operates productively, and can be a hurdle if it used inappropriately. So, to ensure collaboration is used successfully, Roux (2018) has identified benefits and challenges of productive collaboration. Many of the challenges are linked to closed mindedness and ego because individual collaborators consider themselves more important than the rest of the group, creating a negative impact on the others. Collaboration is not a self-centered tool, but can help manage larger tasks. So, ego may have to be set aside to ensure that the focus is on the task and not on an individual. Building on this, Roux mentions that it is important to not over- or underestimate individual or organizational capabilities, but rather recognizing individual's strengths and weaknesses so people can contribute appropriately. Further, ego is linked to leadership, where a desire to lead diminishes equality among the collaborating parties, and can easily turn into pitfalls, e.g. decision making based on bias or taking sides.

The benefits that follow productive collaboration are plentiful and include open, more effective communication. Effective communication makes it easier to find interest alignment and decide on a mission or vision that all parties can agree on, and makes it possible to set goals and rules that are in line with the mission. Another characteristic of productive collaboration is to set self-interest aside and respect all participating parties. This helps build trust and is valuable when finding strengths and limits of all partners so work can be delegated where it fits best. Power should be used with care, and active involvement from everyone will help ensure that the end product is the result of a team effort.

History of Previous Attempts

Objective 1 – Heightened Understanding of Collaboration Deliverable 1.2

Our team found no one who could recall successful attempts at forming a conservation coalition in Jackson Hole. Many agreed that there had been a few meetings in the past ten years, but nothing tangible ever resulted.

Instead, we were able to find some insights into why these attempts did not result in a functioning system. The main reason was quite prevalent - the CFJH has pushed for this to happen, yet it lacks the power needed to bring these organizations together. The past conservation attempts were compared to the "Systems of Care" coalition formed in Jackson Hole. In this scenario, the Teton County Commissioners had more power, in the form of substantial funding opportunities, in which they wielded to encourage social care organizations to work in a coalition system. This was another attempt at a coalition that was favored by CFJH.

Organization Directory

Objective 2 – Conservation Non-profits in JH Deliverable 2.1

During the May 16th meeting, we observed a lot of dialogue about the confusion of what each organization did. We identified this theme as a lack of knowledge and communication across the community of conservation organizations. Although our role is that of a third party assessing the feasibility of a collaboration system, our team felt like assembling a directory that could be used during future meetings would be beneficial for all involved. This directory outlines the following: name of organization, website link, mission statement, current projects. Our team encountered a lack of response from organizations when asked to provide a list of their current projects, so this directory is only partially complete but will still be valuable for future meetings (see Appendix D).

Network Map of Collaborative Spaces

Objective 2 – Conservation Non-profits in JH Deliverable 2.2

Threat and Method Matrix

As mentioned above, 26 conservation organizations gathered on May 16, 2018 to participate in a mapping exercise. Prior to the meeting the participating organizations answered a survey on what they consider the biggest conservation threats and the methods they use to address these threats. Fran Vanhouten, the meeting facilitator, grouped the threats into columns and methods into rows. During the meeting each organization was allowed to place themselves into three cells in the matrix, corresponding to the threats and methods they identify with. This mapping exercise was used to: 1) get a sense of the conservation landscape in Jackson Hole, 2) find overlaps in

what organizations do, and 3) how they do it.

The organizations struggled to place themselves in only three slots, so they were promised three more to be added at a later time, making a total of 6 slots. The organizations in our prioritized list got to place their additional 3 slots when we interviewed them, while the remaining organizations were able to do it online through a survey our team sent out. The matrix is represented in Table 1.

THREATS TO ECOSYSTEM

METHODS	Biodiversity Habitat Well-being: Aquatic	Biodiversity Habitat Well-being: Terrestrial	Wildlife Well-being: Coexist w/Wildlife	Human Connection to Nature	Lack of Education Ecological Literacy	Government Threats to GYE	Access to Public Land Water	Human Impacts: Development	Human Impact: Pollution	Human Impact: Waste	Human Impact: Rec	Climate
Advocacy Lobbying Community Organizer Grass Roots	SRF TCWP	TP TCWP NWF ALLIANCE WOC	NWF ALLIANCE		WAEE	WWA NWF	ALLIANCE WWA NPCA NWF	ALLIANCE	TVCR			
Outreach Education K-12 Engagement	SRF TU	Y2Y JHWF TCWP	TRC JHWF JHW Panthera	JHLT WAEE JHW TRC TFPR TNC WWA	TP TCISWR Panthera		GTNPF		TVCR TCISWR NPCA RF		RF	
Water Land Planning Land Conservation	JHLT TU TCD TPL SRF	TP Y2Y TNC TPL	NRCC NPCA GYC			GYC WOC	TPL	JHLT TCD WOC TU				
On the ground: Habitat restoration and protection	TU	TNC TCWP	GYC NWF				GTNPF TPL	TCD TU JHWF TCWP		TCWP		
On the ground: Community Service Infrastructure			Y2Y				SRF		TCISWR TVCR	TCISWR		YTCC
On the ground: Reducing Hazards			JHWF NRCC NPCA				SRF	JHWF				
Legal Actions/Policy	NRSG	ALLIANCE	Panthera ALLIANCE			NPCA	NRSG	WOC JHLT	TCISWR		RF	
Funding	LW	LW	CI	GTNPF		NPCA	GTNPF TPL					
Research	TNC TU	TNC GTNPF JHWF Panthera	CI Panthera NRCC TRC GTNPF									
Coalition Building	NRSG LW		JHW CI	WAEE	WAEE		WOC		TCISWR		RF	RF

Table 1: **Threats and methods matrix** (consult Appendix F for acronym key)

We used overlaps in the matrix to identify spaces for potential collaboration. The complexity of the larger matrix makes it hard to find these overlaps, so we collapsed categories to make a simplified matrix (Table 2). We only included organizations from our prioritized list in the narrowed matrix.

THREATS TO ECOSYSTEM

METHODS	Biodiversity	Nature Education	Human Impacts	Access
Advocacy	SRF TCWP NWF ALLIANCE WOC		ALLIANCE	ALLIANCE NPCA NWF
Education	SRF JHWF TU TCWP TRC	NPCA JHLT RC TPL TNC TCSIWR	RF TCISWR NPCA	GTNPF
Planning	JHLT NPCA TU TPL SRF TNC		TU WOC SRF TPL	TPL
On the Ground	TU TNC TCWP NWF NPCA		TU JHWF TCWP TCISW	SRF TPL GTNPF
Funding				GTNPF TPL
Research	TNC TU GTNPF JHWF TRC			
Coalition			TCISWR RF	WOC

Table 2: Narrowed threats and methods matrix (consult Appendix F for acronym key)

Collaborative Spaces

The narrowed matrix has six methods-categories and we used these categories to make five groups, *Advocacy, Education, Research, On the Ground,* and *Planning.* We excluded funding as having low potential for collaboration by the two groups involved.

We identified organizations that use similar tools for handling threats. For example, organizations in the advocacy group all use advocacy as a method in their work. Some of these groups had up to 15 organizations in them, so we narrowed further, creating groups of 3-8 organizations. The narrowed groups are termed collaborative spaces. Collaborative spaces are where we see high potential for collaboration because the organizations within each space have overlap in dealing with threats and using similar

methods. When narrowing, we primarily examined their geographic scale and separated them into local and state/national areas of operation.

We used geographic scale to divide advocacy, education, on the ground and planning into two collaborative spaces each, state/national and local. Some collaborative spaces are still large (8 organizations) and can be narrowed even more. Due to only 4 organizations in the research group we only made one collaborative space.
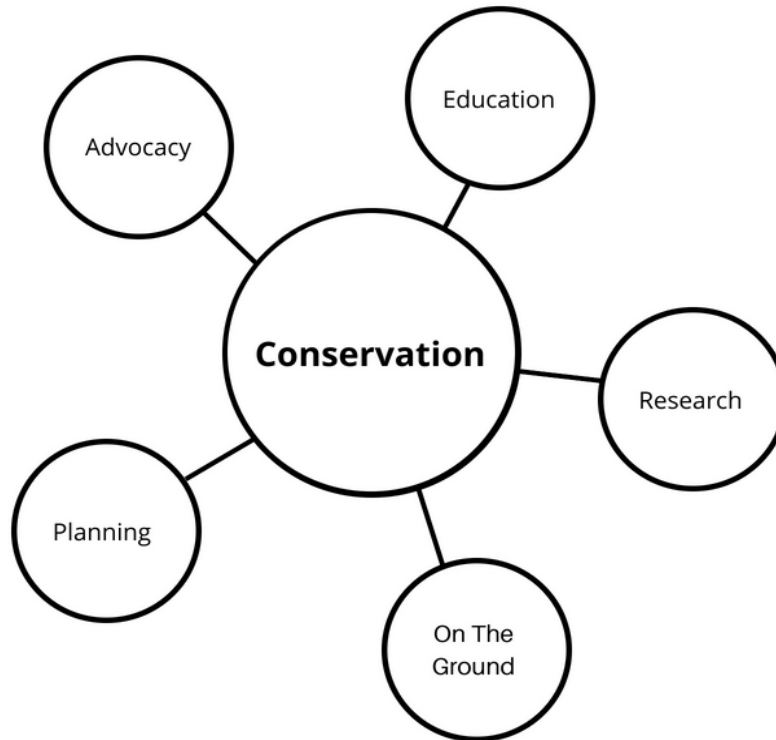

Figure 1: Collaborative Space

Advocacy

Organizations	Logos
Wyoming Outdoor Council Wyoming Wildlife Federation Greater Yellowstone Coalition National Park COnservation Coalition	
Snake River Fund Jackson Hole Conservation Alliance Teton County Weed and Pest District	

Education

Organizations	Logos
National Park Conservation Coalition The Nature Conservancy Riverwind Foundation The Trust for Public Land	
Jackson Hole Land Trust Teton County Weed and Pest District Jackson Hole Conservation Alliance Jackson Hole Wildlife Foundation Snake River Fund Trout Unlimited Teton Raptor Center Teton County Integrated Solid Waste and Recycling	

Research

Organizations	Logos
The Nature Conservancy Trout Unlimited National Wildlife Federation Teton Raptor Center	

On the Ground

Organizations	Logos
Teton County Weed and Pest District Teton County Integrated Solid Waste and Recycling National Wildlife Federation Snake River Fund Jackson Hole Wildlife Foundation Jackson Hole Wildlife Federation	
The Trust for Public Land The Nature Conservancy National Park Foundation	

Planning

Organizations	Logos
Wyoming Outdoor Council The Nature Conservancy Trout Unlimited	
National Parks Conservation Association Snake River Fund Jackson Hole Land Trust The Trust for Public Land	

Table 3: Collaborative Spaces

Survey Results

Objective 2 – Conservation Non-profits in JH Deliverable 2.3

Survey results helped us answer the following questions:

- How many organizations already collaborate?
- How many projects do they collaborate on?
- Is collaboration a factor in decision-making processes?

Our answers provide a clearer understanding of the state of collaboration among conservation organization.

80% of organizations indicated that 90% of their current projects are collaborative and most organizations stated that they have previously collaborated on a moderate-high level.

At the May 16th meeting our team identified that most individuals thought that other organizations collaborated but they did not know the extent of that collaboration. Our team discovered that not only was collaboration prevalent amongst the community but

95% Indicated that the potential for collaboration impacted their decision-making.

This data point reveals that collaboration is a key piece in how these organizations select their projects, thus playing a large role in the internal operation of each organization. Even though these statistics support that there is a lot of collaboration already occurring

40% 6 of the 15 organizations indicated a high potential for collaboration with new organizations. This implies that organizations want to collaborate and see a potential for collaboration more than they already are.

Outline of Common Decision-Making Models

Objective 3 – Decision making models and case study Deliverable 3.1

From our interviews, we identified common themes that organizations use to select projects. Many organizations have a well-defined strategic plan. The goals, methods and expected outcomes from projects are highlighted in these strategic plans. Our team observed the general process for constructing these plans to be somewhat organic in nature at the beginning, and then become more systematic towards the end. Meaning that groups will take project suggestions from board members, then the staff works to vet the plan and assure that it aligns well with the organization's mission. This is then given to the board to for final approval. We observed this to be a rigorous process in which much time and thought was dedicated.

We also observed that some organizations follow their strategic plan very closely, and this can restrict organizations from taking on, or collaborating on certain projects. If a project does not align with their mission or fit within the scope described in the strategic plan, then they are not likely to take the project on. We observed this theme to be very important in determining collaborative potential. Rigid strategic plans can restrict or prevent many organizations from collaborating - even if they have the capacity, funding, and interest to do so.

Proactive and reactive projects were common themes observed in our interview process. The proactive projects tend to be long-term ongoing projects likely to be described in strategic plans. These proactive projects were well thought out, and often fit very well with the organization's mission. Reactive projects are issues that came up quickly and could have important implications.

We found these observations insightful for identifying collaborative potential. By knowing the types of projects that most organizations work on and their selection process, it is easier to identify spaces of collaboration.

Case Studies
Objective 3 – Decision making models and case studies Deliverable 3.2

The following case studies aim to do two things, motivate and inspire those who are involved or want to be involved in the Jackson Hole collaboration system and provide additional ideas and resources to aid in the creation of this system.

We found two different conservation collaboration systems: **Rural Voices for Conservation Coalition (RVCC) and Southeast Conservation Adaptation Strategy (SECAS).** Both of these systems function on a large scale, involving organizations across multiple states that include up to 80 non-profit, local, and private organizations. We intentionally chose larger collaboration systems due to the increased opportunity to identify key elements of success and include organizations and agencies that operate at state levels. We are not suggesting that the Jackson Hole collaboration system expand out of the local area to these geographic scales. Rather, Jackson's conservation organizations and complexity resemble these specific case study systems. Furthermore, these two systems have been developed in the past 20 years, making comparisons timely.

Rural Voices for Conservation Coalition (RVCC)
RVCC was developed in 2001 by Sustainable Northwest. The coalition "seeks common ground between diverse interests" and operates off the of the following core beliefs:

- Interdependence - The health of our rural communities and landscapes are interrelated. Restoration of the environment must occur in social symbiosis with the revitalization of rural communities.
- Resilience and Diversity - Resilience and diversity are the key components that provide for both ecosystem productivity and economic well-being.
- Power Sharing - Collaborative decision-making, investigation, assessment, action, and monitoring are vital to all vibrant and democratic systems of resources management and stewardship.
- Cooperative Processes - Real cooperation is inclusive and based on mutual benefits, and on respect for the strengths, differences and interests that the involved parties bring together.
- Sustainability - Long-term resource security is more dependent on re-investment in the associated ecosystems and rural economies than on the profits generated by their production.
- Our Region - The natural resources, recreation opportunities and cultural attributes of the West make a significant contribution to the nation as a whole.

In its first 10 years the coalition focused on distributing information on policy developments, raising funds, and supporting the efforts of its members. In 2015, Wallowa Resources took over the sponsorship of the coalition. In addition to their core beliefs the coalition has the following 5 goals:

Image 2: RVCC Website Home Page

- Seek and develop ecologically responsible and economically equitable solutions to the systemic problems that inhibit the restoration and maintenance of forests and rangelands.
- Increase support among decision-makers for federal funding of restoration, maintenance of public lands and rural economic development.
- Advance legislative ideas and influence legislation proposed by others.
- Strengthen the voices of rural leaders, both non-elected and elected, within conservation and economic development policy.
- Inform the media of our priority issues and the potential benefits of the solutions we offer.

Under Wallowa Resources the RVCC is led by two full-time staff and supported by a Leadership Team comprised of long-term Coalition members. The RVCC Leadership Team is a diverse group that offers a wide range of geographical and issue area

expertise that is representative of the Coalition. The team's goal is to advance the mission of the Coalition through strategic planning and decision making. The coalition also conducts an annual meeting that is structured to provide connections, learning opportunities, and identify common challenges.

The coalition has developed its own website ([Rural Voices Coalition](#)) to inform those outside of the system of their mission, goals, member organizations, and project success stories. The website also provides research in a case study format-on projects that stemmed from the collaboration coalition and guides to funding (Rural Voices of Conservation).

Southeast Conservation Adaptation Strategy (SECAS)

The Southeastern United States has faced dramatic changes in urbanization, competition for water resources, extreme weather events, sea-level rise, and climate change. As a result, there was an opportunity to unite the conservation community around a long-term vision entitled the Southeast Conservation Strategy ([Southeast Conservation Adaptation Strategy](#))

> "Through SECAS, diverse partners are working together to design and achieve a connected network of landscapes and seascapes that supports thriving fish and wildlife populations and improved quality of life for people across the southeastern United States and the Caribbean. Together, federal, state, non-profit and private organizations are coordinating their conservation actions and investments to focus on common goals." (Southeast Conservation Adaptation Strategy)

SECAS was started by the Southeastern Association of Fish and Wildlife Agencies and the federal Southeast Natural Resource Leaders Group with support from Southeast and Caribbean Landscape Conservation Cooperatives and the Southeast Aquatic Resource Partnership. SECAS has primarily focused on a Conservation Blueprint ([Southeast Conservation Blueprint](#)) that "stitches together the conservation and restoration priorities of multiple LCC'S in the region into one unifying map — a living spatial plan to make the SECAS vision a reality" (Southeast Conservation Adaptation Strategy). The Blueprint represents lands with high conservation value. There are many conservation layers embedded within the Blueprint map such as prescribed burning and reforestation.

The Blueprint can be used by local governments, transportation planners, developers, private businesses, federal and state agencies, nonprofits, and many other groups to help answer challenging questions, such as:

- What are the most crucial areas to conserve today for species of greatest conservation need, proactively reducing the need for future protection?

- Where are the best places for smart urban growth that minimize negative impacts to fish and wildlife, conserve clean and plentiful drinking water, and provide greater access to open space?
- How does public and private land conservation contribute to a connected network of lands and waters across the region?
- Where would stream restoration provide the most benefits to fish, human health, and outdoor recreation?
- Where should we focus conservation efforts now to improve the resilience of ecosystems and communities in advance of major disasters like hurricanes and oil spills?
- Where will economic incentives achieve the most conservation benefits on working lands

The coalition has developed the Southeast Conservation Adaptation Strategy Story Map (Southeast Conservation Story Map) that highlights projects, presents critical data, shares tools and reports on collaborative successes that help make their vision a reality.

The SECAS website also provides access to these maps and updates their 'newsroom' (Southeast Conservation Adaptation Newsroom) with successful projects, recognizing individuals who have received awards and completed outstanding work, and pertinent published studies.
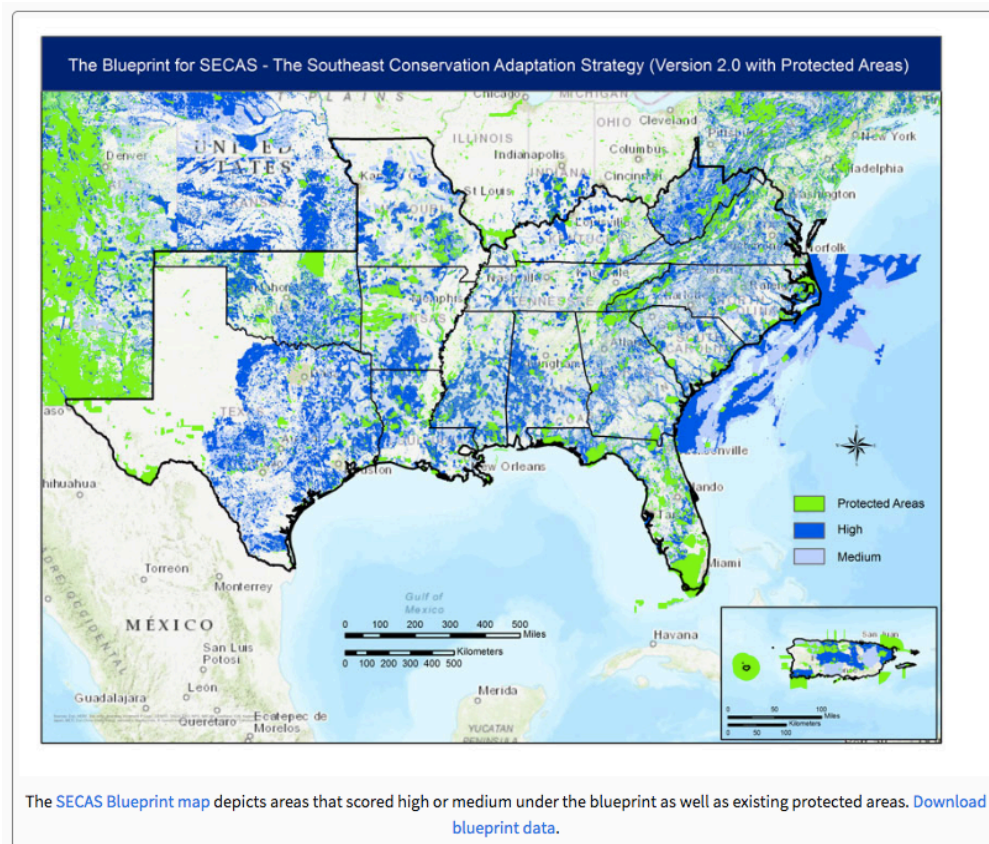

The SECAS Blueprint map depicts areas that scored high or medium under the blueprint as well as existing protected areas. Download blueprint data.

Image 3: SECAS Blueprint Map

Interview Synthesis

From our 15 interviews, we identified key themes and categorized those benefits, challenges, and must haves. It is important to acknowledge that much of the information gained in this process was based on the perspectives of the individual interviewees, and may not represent the organization as a whole.

Benefits

During our 15 interviews, we asked subjects to discuss some benefits to collaboration. From their responses, we identified three common themes.

Shared Resources

Twelve organizations stated that they saw the opportunity to share resources as a benefit to collaboration. Conservation organizations in Jackson Hole have a large range of operational capacity e.g. annual budget, member base size, level of staffing, number of projects, and breadth of mission. It was apparent in many of our interviews that limited overall capacity can complicate projects. By sharing resources with other organizations, many felt that they could be more effective in their work.

Different Perspectives

Thirteen organizations felt that a benefit of collaboration was the opportunity to have a number of different perspectives working on a project. It quickly became evident to us that each organization works within a clearly defined scope, on a similar set of projects. We observed that organizations utilized different lenses and approaches to projects, had differing expertise, and employed different problem-solving mechanisms.

Successful Fundraising

Similar to the benefit of sharing resources, twelve organizations felt that the opportunity to be more successful in fundraising efforts was a benefit to collaboration. Interviewees expressed this as potential to co-write grants and spread donation needs to member bases of other organizations.
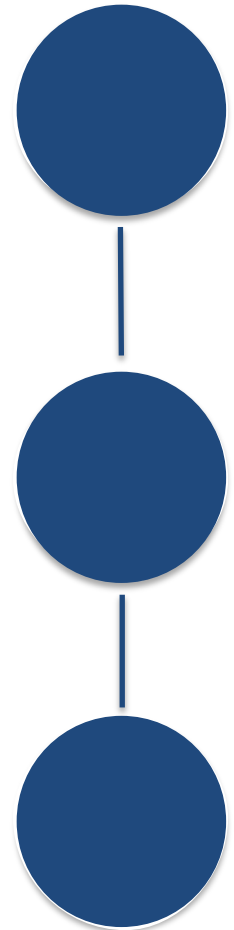
Figure 2: Benefit Summary

Challenges

We asked interviewees to discuss some challenges they saw to collaboration. From their responses, we identified six common themes. Most interviewees were able to discuss challenges at much greater length than benefits.

Lack of a collaboration definition

Ten interviewees thought the term "collaboration" may be ill defined, and overused. We found that almost every organization had their own personal definition for the term, which presents a challenge to collaborating with other organizations. Collaboration was thought to be on a spectrum, and that all levels of the spectrum can hold value. Some interviewees felt that their organization was collaborating when they were verbally supporting each other's events. Others felt that their organization had to be dedicating time and money to a project in order for it to be considered collaboration. While these are two very different collaborative definitions, interviewees felt that both can have tremendous value.
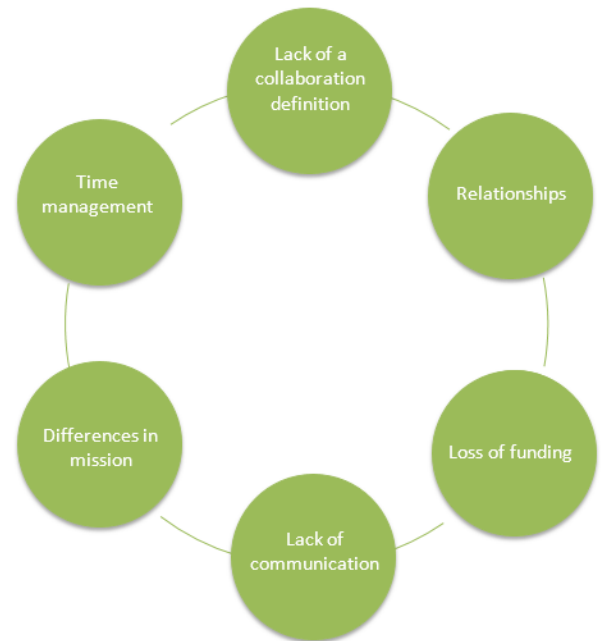

Figure 3: Challenges

Relationships

Our team identified five themes relating to relationships. Interpersonal relationships between organizational members can be a challenge, as well as past and present relationships between organizations. Additionally, the theme of organizational turf and personal ego came up in ten interviews. Each organization has certain issues they work on, and often do not want that space to be encroached on. Funding for conservation based nonprofit work is competitive, and organizational work is perceived to need to stand alone to receive ample funding. We also found that personal egos could make collaborative efforts difficult. Some organizations do not want to share credit for their hard work, thus they opt to work alone instead. Organizations felt that there has been a history of improper/inaccurate dispersal of credit for projects, and that this could further prevent them from wanting to collaborate in the future.

Loss of funding

We found that seven organizations were hesitant to collaborate due to the fact that it might look like they are doing the same work as another organization. The reality is that funding can be limited, and often organizations have to compete with others to get it. Organizations work hard to express clear missions and goals to their donors and members, and a perceived overlap with other organizations was feared to reduce their ability to secure funding and cause confusion around which organizations were responsible for project success.

Lack of Communication

Thirteen organizations found the lack of communication between organizations to be a challenge to collaboration. Organizations described this issue in two ways. First, it is challenging to know what organizations are working on with nearly thirty conservation organizations in Jackson Hole. Second, with organizations operating at the local, regional, and national scale, it is nearly impossible to communicate with everyone. Our observations were further reinforced by the frequent change in leadership of organizations. With executive directors, boards, and staff often having short tenures, communication is increasingly difficult to maintain.

Differences in Mission

The conservation organizations we interviewed all had a clearly defined mission, with a structured plan to achieve it. Balancing collaboration with effectively accomplishing the organization's mission was a common theme in our conversations. We found that nine organizations needed collaborative projects to closely align with their mission in order to collaborate. This balancing act is very precise and can have substantial funding consequences if done poorly.

Time Management

Thirteen organizations felt that collaborative efforts are often unnecessarily slow. Our team found time efficiency to be a substantial challenge for organizations' collaborative efforts. Interviewees expressed that collaboration would only take away time available for projects, not add time efficiencies. Interviewees also described the excessive amount of time that meetings and conversations take, without any sort of substantial benefit.

Must Haves

We asked interviewees to describe what they would need to have in a collaborative system for their organization to potentially participate. Through this process, we were able to identify six "must haves".

Voluntary Collaboration

When we discussed a collaborative system in our interviews, we received a wide range of participatory interest. Nine organizations saw a collaborative system adding extreme benefit for their organization, and six did not. This observation shows that participation in a system should stem from a voluntary basis.

Goals/Objectives

As a structural element, eight organizations expressed the need for the collaborative system to have clearly defined goals and objectives. These goals would help provide structure and direction to the system, while avoiding unnecessary and time-consuming collaborative efforts. By identifying objectives, organizations would be provided with a clear path towards success.

Agreement on Language

Nine organizations recognized the need for proper language and word use, as shown in the challenges section with the need for clear definitions of collaboration. Interviewees expressed interest in further discussion around defining collaboration. Additionally, they felt a need for agreement on language use and standardization within the system.

Accountability

There was expressed interest in accountability within the collaborative system in order to keep organizations active and engaged. Collaborative efforts can often be set aside by organizations. Accountability could be in the form of signed agreements, or the potential to lose future funding from the CFJH. This would make the system as effective as possible, and minimize wasted time.

Incentives

Commonly, interviewed organizations felt that collaboration required large amounts of time and effort from their organizations. Our team observed a need to provide incentives to organizations to increase the benefit from collaboration. Interviewees identified funding and time efficiencies to be the main incentives.

Leadership – External

Leadership was described by eleven of the organizations as a "must have" if they are going to participate in a collaborative system. The efforts will take time and money – both limiting to organizations. Interviewees stated that there would need for an external leadership position to facilitate a collaborative system. This position would be responsible for streamlining communication between organizations, facilitating collaborative partnerships, and handling administrative operations. We observed that these leadership responsibilities could not be filled by participating organizations but should be filled externally.
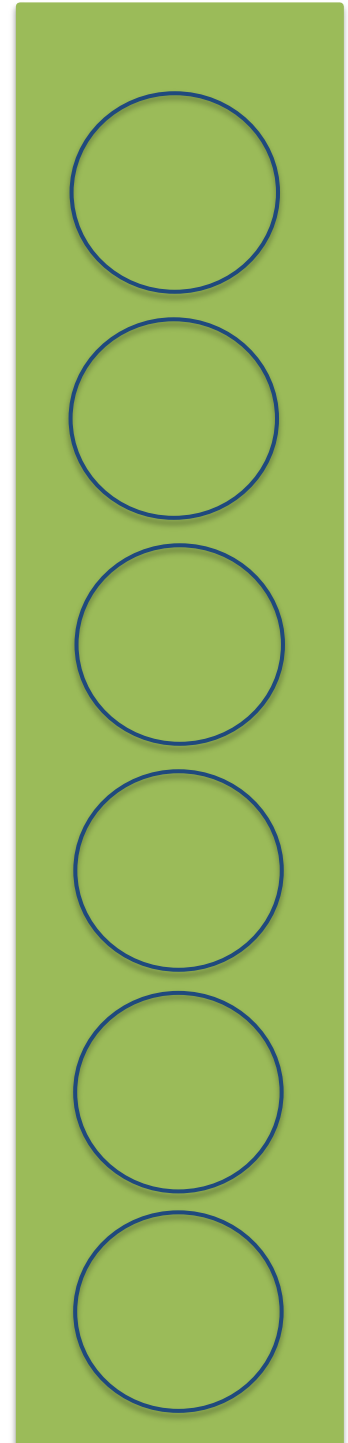
Figure 4: Must Have Summary

Recommendations

Meet Again

The May 16th meeting was effective in initiating conversation among the conservation organizations in Jackson and creating the original threat and method matrix that mapped out the conservation landscape. The history of past collaborative efforts suggests that if little happens after this meeting the effort will most likely die off. We recommend that all the organizations meet again as a large group to keep the momentum going. A meeting with all the organizations present gives the opportunity to agree on language and definitions. Communication is a vital part of successful collaboration, so agreeing on language must happen to get everyone on the same page. Lastly, a large meeting can be used to discuss the benefits and challenges of collaboration. The discussion should revolve around resolving the challenges and increasing the benefits.

We believe two things are essential for collaboration to be successful. First, the organizations themselves have to decide what the structure of a collaborative system should be. Second, the organizations will feel greater ownership over the collaborative system if they create it. We think these two pieces are best achieved if the organizations are part of setting the agenda.

A meeting with all the organizations should also be used to identify collaborative spaces. The collaborative spaces are based on overlap in how and what organizations do, and for the overlaps to be accurate more organizational information has to be gathered and synthesized. Many overlaps are represented in the threats and methods matrix, so the matrix should be updated to better represent the conservation landscape in Jackson. Specifically, the threats and methods categories must be agreed upon by all the organizations, as well as the language used in the categories.

Additionally, as collaborative spaces are identified, we recommend that each collaborative space meet on a regular basis to discuss what collaborative efforts can be done in the particular space, and also develop a strategic plan.

Power to the Organizations

Collaboration is a tool for organizations to use to their advantage, but the organizations must see the benefits if they are to participate. Our research suggests that if a collaborative system feels top-down or coercive they will likely not participate. Conservation organizations in Jackson Hole are going to be the users of the collaborative system, so it must fit their needs. Our team recommends that the organizations have a hand in deciding what this system looks like, as well as being included in the formation. This will result in a higher investment and stronger desire to see long term success. It has also become evident through this process that participation in the system must be

voluntary. Forced collaboration will eventually end in frustration, as well as an inefficient use of time and money. By giving power to the organizations, this system is ensured to be the most effective and efficient product possible.

Portal Website

Our research and our experience with the Jackson Hole community leads us to recommend an informational hub. Our team believes that a portal website is the most effective way to provide this function. This portal would do the following:

- Streamline communication between conservation organizations
- Attract information seekers (donors, volunteers) to organizational websites
- Be a platform for success stories

Our team has drawn on the Rural Voices Coalition website (see section 3.2 Case Study) and other portal websites like Patagonia Action Works to include more specifics. Both of these websites host a page that provides summary information for all the organizations in the collaborative system and a direct link to the website of each organization. Furthermore, we encourage that this portal extends beyond a directory and provides a space where organizations can share their success stories on projects, programs, and events. If this collaboration system fully develops, we recommend providing a vision tab that clearly defines why there is a system and what it does (see Rural Voices Coalition). While we think a portal website will help improve communication between the organizations, it can also be a one-stop shop for information for the public. This portal will need to be regularly updated to be effective.

Incentives

Most organizations indicated that there has to be incentives for them to participate in collaborative efforts. It will take a lot of groundwork to create the collaborative system before the benefits will start appearing. It will be challenging to do the groundwork when most organizations schedules are at capacity, funding is limited, and the benefits of collaboration are not in sight. Incentives will be critical to motivate the organizations to participate.

Funding

The most prominent incentive we identified was funding. 80% of the organizations we interviewed indicated that funding is important if they are going to support collaboration.

Facilitated Communication

Facilitated communication is another important incentive. Many of the challenges of collaboration are connected to communication, e.g. little knowledge of other collaborators and their projects. A web portal can help solve this. The incentive of facilitated communication is that the organizations do not have to create and maintain

the web portal, they only must provide information about their organization and their projects. An external source, perhaps a contractor, could do the work of creating and running the web portal.

Time Efficiency

Another incentive is to ensure time efficiency. Most of the organizations consider collaboration to be great in theory, but on a day-to-day basis struggle to fit meetings into their schedules. If organizations only have to invest a small amount of time to realize the benefits of collaboration, it becomes more realistic.

Leadership

Leadership will be discussed in more detail as a separate recommendation, but in short, leadership can handle coordinative tasks that the organizations do not have capacity to take on.

Strategic Plan Development

Individuals expressed that if a collaborative system were to be in place, there needed to be some sort of structure. As mentioned in section 3.1 almost every organization follows a series of strategic plans, the driving force behind their actions. We recommend that this system does the same through establishing a 5-year plan with annual segments. Outlining clear goals and objectives will help the system stay on track and accountable. This is a critical piece in the establishment of a system, we fear that if there is no plan agreed upon there will not be an effective system.

Leadership

Leadership is an integral component to the success of a conservation collaboration system in Jackson Hole. For this reason, our team is recommending a third-party leadership position be created. This person would be responsible for identifying collaborative opportunities, facilitating meetings, and streamlining communication. Additionally, they would manage the portal website (see above) and highlight potential collaborative funding opportunities. Our observations have shown that having an outside

Recommendation Summary

1. **Meet Again**

2. **Power to the Organizations**

3. **Portal Website**

4. **Incentives**

5. **Strategic Plan Development**

6. **Leadership**

position would greatly increase organizations interest in participating in a collaboration system. We fully understand the magnitude of this recommendation and feel that it is necessary to ensure that conservation-based organizations are being effective and efficient in their work.

Conclusion

Our project not only documents the unique conservation community and the feasibility of a system of conservation collaboration in Jackson Hole but also functions as a cornerstone to inform future actions of the organizations in this community. We reported here on benefits, challenges, and must haves related to a conservation collaboration system. Our team believes that it is possible to establish a system of conservation collaboration but would be best if used with incremental strategies at a slow but steady pace. Please consider our recommendations as starting points for potential development of a system of conservation collaboration.

Acknowledgments

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Appendices

Appendix A: Conservation and Environment Survey Discussions

Action Items

February 27 and 28, 2017

We discussed the current threats to conservation, the environment, and our community. Some of the most important issues cited were:

>Creeping erosion and fragmentation of habitat, increased visitation and population.

o We currently have no destination management plan to prevent, mitigate and manage the impacts of increased visitation and population.

o Need to emphasize education and outreach on all projects.

o How do we communicate the fragility of our surroundings to new residents and visitors?

> Public awareness. Education for the general public about connecting with the outside world.

o Get school district involved? A large segment of Jackson's population does not get outside.

o Getting the message out to international visitors. What is messaging we are sending to visitors? Make advocates out of visitors.

>Existing advocacy groups don't have any standing with elected officials, and so their efforts don't work. State, and in some instances federal, politics are also a big threat. Decisions are made in Cheyenne, so the efforts of local organizations are often ineffective. Local organizations can partner with state organizations to try to make an impact, but organizations are much more likely to make a difference locally.

>Climate change is an overarching issue.

We also discussed the kinds of collaboration that are currently happening, the impact and importance of funding studies and the Community Foundation's competitive grant application process.

Suggested Action Items for Community Foundation

>Assist in establishing a regular (quarterly?) meeting of groups like Systems of Care, e.g.

Systems of Sustainability/Conservation?

o Coordinate around existing events, if possible.

o Consider day and evening times to accommodate working parents.

>Help link together the conservation and environment education groups?

> Consider workshops to see where the overlaps exist?

>Evaluate ways to enhance awareness around collaborations with marketing or online format.

> Look at expanding the data included in the Community Foundation's Nonprofit
   Directory
o   Add key programs to the nonprofit directory, search on conservation.
o   Add tags like water, wildlife etc. to be able to drill down even further.

Suggested Action Items for Organizations

>Seek out unlikely partners like sportsmen associations because they have clout at a
   state level.

>Look for ways to connect ourselves more to the rest of the state. We don't have an
   effective mechanism for state communications. How can we tap into that more?
   University of Wyoming? Wyoming Nonprofit Association? Wyoming Outdoor
   Recreation Task Force?

>Consider speed dating for organizations and donors/volunteers?

o Utilize existing opportunities like Eco Fair, Shift, JH Wildlife Symposium and Old Bill's.

>Is there a centralized way to convey messages and present a united front on
   Issues? Maybe a clearinghouse?

>22 in 21 event has gotten like-minded people together could piggyback on that
   Event and have something specifically for conservation groups to check-in.

>Produce a brochure about conservation groups for hotels to educate visitors and
   encourage donations.

o   Add $20 to something you are buying anyway.

o   RiverWind is asking lodging companies to donate to them in this way.

   Grand Teton Lodging Company asks visitors to donate and Community
   Foundation manages that fund.

>Study the economic impact of the environment and wildlife. This has been done,
   but not that recently.

>Create a regular summary of ongoing projects to encourage collaboration.

Appendix B: 2017 Conservation and Environment Survey

The survey sent out to organizations prior to our interviews is as follows:
- Please name your organization.

- How many projects in the past few years have you collaborated on?

- What is the ratio of non-collaborative to collaborative projects? e.g. ⅖.

- How important is it to your conservation organization to be funded for time spent on collaborating (i.e. annual/ quarterly meetings)? 1 star being the least important and 5 stars being really important.

- How does the potential for collaboration impact your decision process? 1 star being it does not affect your process and 5 stars being it greatly affects your process.

- Out of the following conservation organizations select the ones that you have collaborated with in the past or currently.

- Out of the remaining organizations, rate each one. (1 star being the least and 5 being the greatest) on your willingness for future collaboration.

Generally, the loss and fragmentation of open space, of habitat, was a major theme. It was expressed in some of the following ways (listed in order of frequency cited – most to least):
- Legislature and government agencies, mostly on a state level, but some local and national, acting in ways that were not in the best interest of conservation or not acting at all. This includes failure to control visitors and recreationists on public land, sometimes due to lack of funding. This also includes favoritism of agricultural interests (livestock/wildlife conflicts), efforts to gain state control over federal lands. Also included was what one group described as "success of anti-conservation agenda;" what some cite as widespread political sentiment in Wyoming favoring extraction and development; too much development permitted locally, especially in rural areas; and a failure to integrate scientific research results into management decisions, both broadly and specifically, such as wastewater management. (cited approx. 20 times)

- Increasing population and visitors "loving it to death" and/or being poorly educated about how to act in wild places. A need for education on varying levels was cited. (cited 19 times)

- Funding of their programs as well as of government agencies. One group cited grants that fund a fraction of a project cost with the expectation of 100% delivery of results. Another cited proliferation of niche organizations that compete for funds from limited donor base. (cited 16 times)

- Habitat loss to development (cited 8 times)

- Climate change (cited 6 times)

- Environmental encroachment and fragmentation (cited 4 times)

- Other threats/challenges cited include invasive species, wildlife disease, predator hunting, trapping and snaring, slowing economy and joblessness, many issues being raised by many groups making it hard for the public to identify the greatest concerns.

Appendix C: An Excerpt from a Letter to the Jackson Mayor and Town Council Requesting a Coalition

JACKSON HOLE CONSERVATION ALLIANCE

April 5, 2018

Jackson Mayor & Town Council
Teton County Board of County Commissioners

Dear Mayor, Councilors, and Commissioners:

We appreciate the opportunity to comment on your FY18-19 workplan. As you build the Planning Department work plan and budget for the coming year, we have three requests:

1. Please prioritize Town natural resource protections in FY18-19
2. Please bring back two staff positions: a natural resources/biology expert and a Teton County Scenic Preserve Trust coordinator
3. Please include time and money to participate in or lead a county-wide Conservation Action Plan or cumulative impact study.

Please prioritize Town natural resources protections this fiscal year

First, thank you for prioritizing the County natural resource protections update in the current and past year. We are glad to be a part of the natural resources stakeholder group and we appreciate planning staff's hard work. Improving the *Town* natural resource protections is also critical. Just two salient examples: bears get into unsecured garbage cans in Town and are killed[1], and polluted snow piles are pushed or melt into Flat Creek, degrading water quality. It doesn't have to be this way.

We understood from planning staff that as soon as the County land development regulations were done, the Town would then jump right into creating parallel LDRs, which would maybe take another six months. We are therefore very surprised to see the Town natural resource LDRs scheduled for mid-FY19-20 on your 5-Year Work Plan – meaning the Town won't even start work on natural resource protections until early 2020. If we wait another year and a half to start this work, we'll lose all the momentum the natural resource stakeholder group has built up over the past year, and more bears could needlessly die.

Please move this important effort up the priority list so that it begins in early 2019, soon after the County natural resource protections are adopted.

Please hire additional natural resources staff

The natural resources stakeholders group has broad interest in the county hiring additional staff to implement the core of our Comprehensive Plan: "preserve and protect our area's ecosystem." We are grateful for the work that your staff already do on behalf of the ecosystem, and we know some planners have backgrounds in natural

[1] "Apathy kills town bear," *JH News & Guide*, October 26, 2017.
http://www.jhnewsandguide.com/news/environmental/apathy-kills-town-bear/article_07fe3a1f-2f79-57db-b6cc- acdd10f59632.html

Protecting the wildlife, wild places, and community character of Jackson Hole.

resource management / biology. However, there is no position focused on natural resources or conservation.

Additionally, there is no staffing for the Teton County Scenic Preserve Trust (TCSPT), which is an important public complement to the excellent private work of the Jackson Hole Land Trust. The 2018 Indicator Report identifies TCSPT accepting new easements as a key "next step." A new staff member would greatly increase the County's capacity to effectively administer and encourage new easements in locations of high wildlife habitat and scenic value.

The County had both of these positions until the Great Recession. We have been out of the recession for many years now, and our development market is very hot. *We support bringing back these positions and their capacity to protect our wildlife, their habitat, and the health of our ecosystem.*

Please help create a Countywide Conservation Action Plan

Our Comprehensive Plan vision to "protect and preserve the area's ecosystem" is bold and visionary. However, it is extremely difficult to know whether we are actually making progress towards this vision. We applaud your yearly Indicator Reports – but many indicators lack *measurable goals*. For example, we measure acres conserved but we don't know how many acres we *need* to conserve. In contrast, this is not the case for housing: we can measure how we're doing compared to the clear and measurable goal of "65% of our workforce lives locally."

Since we don't have goals for conservation, it is hard to know whether efforts like the natural resource protections will succeed – we don't know what success would look like. A countywide Conservation Action Plan, parallel to the Housing Action Plan and Integrated Transportation Plan, would help the County, the public, and conservation organizations work together more effectively. It could be a County-led or community- led effort; either way, we need the County's expertise and involvement.

A Conservation Action Plan would include at least two core elements:

1. **Clear and measurable goals,** like the 65% housing goal, so that we know what we're working toward and if we're making progress. These should be based in the good work done to date, such as the Focal Species Habitat Map; one example could be "preserve X% of high-tier wildlife habitat." Goals should be relevant, achievable, and measurable.
2. **Strategies and tools to help us achieve our goals.** Again, similar to the Housing Action Plan: first set goals, and then outline tools. We have many conservation strategies and tools in place. But are they enough to accomplish our goals? If not, what additional strategies do we need? One tool called for in the Comprehensive Plan is a sustainable funding source for conservation

Protecting the wildlife, wild places, and community character of Jackson Hole.

(1.4.S.4). Let's consider our options and identify the most promising funding source. And, what other non-funding strategies should we develop?

The 2018 Indicator Report also highlights the need for the Comprehensive Plan strategy commonly referred to as a "cumulative impact study" (Policy 1.1.e and Strategy 1.1.S.3): "Last year, this Report identified a need to conduct more research on the health of the Greater Yellowstone Ecosystem. This remains the case this year. A cumulative impacts study will help us better understand the impacts of development and population growth on our ecosystem, help us develop better indicators of ecosystem health, and indicate which natural resource protections have the most impact."

Creating goals, tools, and a measurement/monitoring system will give us a much better chance of preserving and protecting our area's ecosystem. We respectfully request you include some form of these efforts in the FY18-19 workplan.

As is evident throughout the Comprehensive Plan, our community benefits from and deeply values our wildlife and open spaces. We believe prioritizing Town natural resource protections, hiring additional natural resources staff and creating a Conservation Action Plan will lead to even better protection of our area's ecosystem.

Please be in touch with any questions and consider us ready to help.

Sincerely,

Skye Schell
Executive Director
Jackson Hole Conservation Alliance

Protecting the wildlife, wild places, and community character of Jackson Hole.

685 S. Cache St. • P.O. Box 2728 • Jackson, WY 83001 • (307) 733-9417 • info@jhalliance.org • JHAlliance.org

Appendix D: Directory

Wyoming Outdoor Council
Website:https://wyomingoutdoorcouncil.org/

Mission Statement: The mission of the Wyoming Outdoor Council is to protect Wyoming's environment and quality of life for future generations.

Current Projects:
- Rock Springs Resource Management Plan revision
- Wyoming Public Lands Initiative
- Wyoming Range oil and gas drilling proposal
- Sage-grouse management
- Keeping public lands in public hands
- Air quality protection (ensuring adequate regulation of leaky oil and gas infrastructure)
- Red Desert to Hoback mule deer migration corridor
- Legislative initiatives in Cheyenne
- Water quality protection (challenging downgrade of streams)

Teton Raptor Center
Website: http://tetonraptorcenter.org/

Mission Statement: Teton Raptor Center advances raptor conservation through education, research, and rehabilitation

Current Projects:
- View website for current programs

The Trust For Public Land
Website: https://www.tpl.org/our-work/wyoming#sm.00019gjrdm5f7e0bql51apio1ntur

Mission Statement: The Trust for Public Land works to protect the places people care about and to create close-to-home parks—particularly in and near cities, where 80 percent of Americans live. Our goal is to ensure that every child has easy access to a safe place to play in nature. We also conserve working farms, ranches, and forests; lands of historical and cultural importance; rivers, streams, coasts, and watersheds; and other special places where people can experience nature close at hand.

Current Projects:
- Astoria Hot Springs Park Work

The Nature Conservancy
Website:
https://www.nature.org/ourinitiatives/regions/northamerica/unitedstates/wyoming/index.htm

Mission Statement: The mission of The Nature Conservancy is to conserve the lands and waters on which all life depends, and for more than 30 years, we've been working in Wyoming to do just that.

Current Projects:

Riverwind Foundation
Website: http://sustainabledestination.org/

Mission Statement: The mission of the Riverwind Foundation is to empower individuals, organizations, and communities to explore, experience, and exchange perspectives of economic, social, and environmental sustainability.

Current Projects:
- Sustainable Destination Management Plan

Grand Teton National Park Foundation
Website:https://www.gtnpf.org/

Mission Statement: Grand Teton National Park Foundation is a private, nonprofit organization that funds projects that enhance Grand Teton National Park's cultural, historic, and natural resources and helps others learn about and protect all that is special in the park. The Foundation initiates improvements, critical research, and outreach that enrich visitors' experiences to help create a stable future for Grand Teton National Park.

Current Projects:
- See website

Teton County Weed and Pest District
Website: http://www.tcweed.org/

Mission Statement: We exist to protect, manage and restore ecosystem integrity through comprehensive invasive species management for the benefit of ecological and human health.

Current Projects:
- Gros Ventre River Spray Days
- Snake River Project

- Jackson Lake to Palisades, Early Detection & Rapid Response (EDRR) of high priority
- invasive species 1% for the Tetons
- Trailheads and Trails Monitoring and Treatment in the Tetons
- Canyon on West side of Teton
- Backcountry Horseback Monitoring & Treatments of Invasive Species
- East Gros Ventre Butte – Cheatgrass Pilot Project
- Hunters Ranch Invasive Species Control Project
- Education & Outreach (PlayCleanGo) – Wildlife Expo, K-12 Classroom Lessons, Wild Science

Snake River Fund
Website: http://www.snakeriverfund.org/

Mission Statement: The Snake River Fund's mission is to promote stewardship of and recreational access to the Snake River watershed in Wyoming, with an emphasis on partnerships, education and public outreach.

Current Projects:

National Wildlife Federation (Wyoming Chapter)
Website: https://wyomingwildlife.org/

Mission Statement:The Wyoming Wildlife Federation works to conserve wildlife, habitat and outdoor opportunities.

Current Projects:

Teton County Integrated Solid Waste and Recycling
Website: http://www.tetonwyo.org/298/Integrated-Solid-Waste-Recycling

Mission Statement: Our mission is to reduce, reuse, recycle and manage municipal solid waste throughout Teton County, in an efficient and environmentally-sound manner.

Current Projects:
- Pilot project collecting food waste for composting in Grand Teton National Park.
- The RRR in a Box presentation toolkits for schools, businesses and residential complexes.
- RRR Business Leaders sustainability recognition program.
- Green Matters Newsletter.
- Road to Zero Waste campaign to Reduce, Reuse, Recycle and Compost.
- Road to Zero Waste strategies planning.
- Fall Clean Up and Pumpkin Smash composting event.

- Prepping for upcoming holiday waste reduction tips and reminders (usually conveyed via newsletter, radio, and newspaper ads)
- Household Hazardous Waste Collection

Jackson Hole Land Trust
Website: http://jhlandtrust.org/

Mission Statement: The Jackson Hole Land Trust is a private nonprofit that was established in 1980. We work to protect and steward the treasured landscapes of Northwest Wyoming.

Current Projects:

Jackson Hole Wildlife Foundation
Website: http://jhwildlife.org/

Mission Statement: The Jackson Hole Wildlife Foundation works to promote ways for our community to live compatible with wildlife.

Current Projects:

National Park Conservation Association
Website: https://www.npca.org/

Mission Statement: *We're protecting and enhancing America's National Park System for present and future generations.*

Current Projects:

Jackson Hole Conservation Alliance
Website: https://jhalliance.org/

Mission Statement: *Protect the wildlife, wild places, and community character of Jackson Hole.*

Current Projects:
- Wildlife crossings campaign
  - Alliance campaign staff will be working to build support for a wildlife crossings SPET ballot measure in 2019
- Vote conservation
  - A campaign for the 2018 election season aimed at identifying and mobilizing conservation voters
- Conservation 2040

- o A scenario planning project. This project will look at development potentially in the valley and compare different futures under various regulations
- Conservation goal-setting
  - o This project aims to convene different working groups of non-profits, agency staff, and natural resource professionals to set conservation goals to be including in the Comprehensive Plan
- Don't Poach the Powder
  - o With the help of a summer intern, we are looking to establish a concrete communications plan for future winter seasons, including looking at new communication platforms and increasing communications around late season closures

Appendix E: Interview Protocol

Guidelines for Semi-structured Interviews with Conservation Organizations

Key Themes:
      Mission and History Summary
      Internal Framework
      Assessment of Past, Present, and Future Collaboration Opportunities
      Challenges and Benefits of Collaboration
      Quantifications of Values Relating to Collaboration

Color Key:
      Blue = Ask if they were not on May 16th Meeting
      Green = Ask if they didn't answer survey questions (from our online survey)
      Purple = Prompts (only use as examples if participant is having trouble answering question)

Organization _____

Local   State   Regional   National

Category
      ___ Wildlife
      ___ Water
      ___ Land Use
      ___ Energy
      ___ Education
      ___ Other (please explain)

Lead Interviewer _____
Note Takers _____

Primary Threats List With Response:
      1.
      2.
      3.
      4.
      5.
      6.

*Note body language shifts for certain questions or entire interview.

Outline:

Introductions of group members (name, I am studying….) and preamble.
"Our project will…
        a. examine the internal operations of conservation nonprofits
        b. identify pathways to drive collaboration
        c. assess the feasibility of conservation coalition in Jackson Hole."

Ensure that they understand we are NOT trying to create mass collaboration but rather creating spaces for more opportunities to collaborate.

We are using collaboration and partners as an interchangeable term. We define these as non-profit organizations and agencies only.

Administer survey, confidentiality agreement and matrix before starting conversation
Questions:
Beginning (open-ended questions to lead the subject to share more of a narrative)

____ Please describe the history of your organization in the past few years?
        Any important decisions, dates, changes, etc.
        What is your **mission**, has this changed at all?
        Current/recent pertinent history

During the meeting you placed your 3 cards in these boxes _____
and for your additional cards via email you designated these boxes _____
_____. Tell us more about the reasoning behind your choices?

Middle (questions that require a degree of trust)

____ How do you prioritize projects and efforts within your organization?
      How does collaboration play into your priorities?
      Does anything limit your organization from collaborating?
- *capacity*
- *funding*
- *etc.*

See survey information below If survey not completed perform here during the Interview.
____ Can you talk about both the challenges and benefits of collaborating on projects?

Based on your survey results, you chose to select (these organizations) as potential collaborators.

Can you share a little more about why you selected these organizations?
What helped you to prioritize these organizations over others?
- *Similar missions*
- *Strong connections*
- *Existing relationship*
- *Ease of collaboration*

Conclusion (questions that relate back to point the participant made in the beginning that might need more exploration)

** If time in interview ask the following (if time runs out ask this question in a follow-up email)
___ What are your current projects or projects that are ongoing from now until the October meeting?

___Is there anything else you would like to share about the process of conservation related collaboration in Jackson Hole?

Appendix F: Acronym Key

This key describes the organizational acronyms used in tables 1 and 2.

Acronym	Organization Name	Acronym	Organization Name
CI	Charture Institute	TCISWR	Teton County Integrated Solid Waste and Recycling
GTNPF	Grand Teton National Park Foundation	TCWP	Teton County Weed and Pest
GYC	Greater Yellowstone Coalition	TNC	The Nature Conservancy
ALLIANCE	Jackson Hole Conservation Alliance	TP	Teton Plants
JHLT	Jackson Hole Land Trust	TPL	Trust for Public Land
JHW	Jackson Hole WILD	TRC	Teton Raptor Center
JHWF	Jackson Hole Wildlife Foundation	TU	Trout Unlimited
LW	Legacy Works	TVCR	Teton Valley Community Recycling
N/A	Panthera	WAEE	Wyoming Alliance for Environmental Education
NPCA	National Parks Conservation Association	WOC	Wyoming Outdoor Council
NRCC	Northern Rockies Conservation Cooperative	WWA	Wyoming Wilderness Association
NWF	National Wildlife Federation	Y2Y	Yellowstone to Yukon
RF	Riverwind Foundation	YTCC	Yellowstone Teton Clean Cities
SRF	Snake River Fund		