

Your team has clarified your Problem Statement for recovering PPAZ:

“The USFWS, in coordination with state and private landholders, will determine actions to recover the 3 Emerald Forest populations of PPAZ over the next 10 to 20 years. Actions will address limiting factors due to predation, habitat loss, and low recruitment. Key uncertainties associated with population growth and effectiveness of recovery actions will be considered. Reduced budgets constrain direct agency funding of recovery actions and highlight the need for partnerships and consideration of partners’ mandates.”

You have been assigned to lead the team (congratulations!) that will identify recovery strategies. You must sort out the concerns and ideas that your team has identified and use them to articulate and organize your team’s Objectives.

*Please refer back to the background information on the pinky-purple azax (PPAZ) for additional information.*

### Instructions:

1. Categorize the concerns and re-word them where needed:
  - For each of the concerns listed on page 2, identify whether it is a fundamental (ends) or means objective, a strategic objective, or a process objective.
  - Identify whether it is an objective that could be expressed as a constraint.
  - Re-express (re-word) the concern if needed for clarity or to separate statements that contain more than one objective
  - Remove any item that is not relevant to this decision.
2. Once you have identified fundamental objectives, indicate their directionality (i.e., minimize or maximize).
3. Draw an objectives hierarchy.
4. Determine a metric you could use to measure success for each fundamental objective (e.g., cost in \$).

Relevant needs expressed by the stakeholders are described in the table below:

Stakeholders	Needs
Timber industry	Needs timber harvest opportunities and is concerned that species recovery will drive them out of business locally.
State agency	Is directed to provide harvest opportunities for SKAT, recover PPAZ to resume harvest of PPAZ, and provide multiple uses of state-owned lands.
Federal agency	Is directed to recover PPAZ.
Local public	Want: access to public lands for recreation (including hunting); to maintain traditional land uses; and for public resources to be used wisely and efficiently.

**List of Concerns**

*This list expresses things that stakeholders care about with respect to this decision. It was developed through an elicitation exercise with the decision maker and stakeholders.*

Ensure PPAZ persistence

Conduct predator control

Maintain ecosystem function within available budget

Encourage recruitment of juvenile PPAZ

Limit impacts to local economy

Create SKAT hunter training program

Maintain rural character through wilderness economic activity

Limit cost of predation control

Transparency in decision process

Consider translocation cost

Allow hunting opportunity

Limit management cost

Allow logging opportunities

Cooperate with partners

Increase survival of PPAZ

Meet regularly with USFWS director

Board feet of harvested timber

Retain revenue from leased hunting lands

Improve dispersal of PPAZ

Establish reintroduction program

Satisfy the USFWS director

Achieve target SKAT harvest rate

Space to draw an objectives hierarchy.