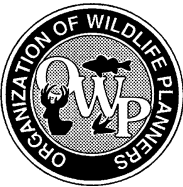


Visit the OWP on the Web at [www.owpweb.org](http://www.owpweb.org)

### Inside This Issue:

- ◆ Fostering Partnerships
- ◆ Annual Meeting
- ◆ Regional Reports
- ◆ Committee Updates
- ◆ Thoughts on the OWP
- ◆ And more!

 PRINTED ON RECYCLED PAPER



**C. Kolus**  
OWP Newsletter Editor  
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*Welcome to your new OWP newsletter!*  
In our quest to provide effective communication channels for our members and others, we'll be distributing the newsletter twice yearly. Feedback on the newsletter and ideas for future articles are welcome. Just contact the editor (see page 2).

# Management TRACKS

Winter/Spring 2002  
Vol. 16 No. 1

News from the Organization of Wildlife Planners

## Forming partnerships: A brief introduction

By Cheryl Kolus

State and provincial fish and wildlife agencies today must answer to a broader spectrum of users and audiences than ever before. Politicians, board members or commissioners, hunters and anglers, nonconsumptive users, environmental and recreational groups, other government agencies, landowners, interested citizens and others all play a part or want a hand in the way our natural resources are conserved, preserved, regulated or consumed. The agency that thinks it knows best and doesn't have to listen to "outsiders" is simply asking for trouble.

While partnerships and public involvement are certainly not required in all instances relating to natural resources management decisions, they are a necessary ingredient of success in many situations these days. At the least, engaging in such cooperative decision-making can show an agency's willingness to listen to others and consider their needs and opinions (assuming the agency truly *does* listen and consider). Even better, it can open up a whole new way of thinking and present new and better solutions to a problem the agency may be facing—solutions that can be implemented because they have broad support. And,

cooperative decision-making can gain respect for the agency and good contacts for future situations.

Partnerships may develop voluntarily or as a result of legal direction. Either way, they can succeed or fail. What are some characteristics of successful alliances? What are the signs that the partnership may fail?

According to Ellen Williams and Paul Ellefson (1997), who studied 40 landscape management partnerships, important conditions of an effective partnership include: (1) the recognition of common goals and interests, (2) a mutual respect for interests and goals of other partners, (3) the willingness to openly share information, (4) an informal and open operating structure, and (5) decisions based on consensus.

Williams and Ellefson also list factors that may threaten the continuation of partnerships. These include: (1) a lack of financial and related resources needed to implement agreed upon plans and programs, (2) a lack of resources to support the continued involvement of individual members, (3) conflicting interests and goals of the partnership and individual members, and (4) a lack of funds to organize and carry out the meetings.

"The most typical breakdowns occur when one or both parties are frustrated," says Anna Maravelas, a licensed psychologist, international consultant and author. Anna is also one of the speakers at the OWP Annual Meeting this year. Frustration can lead to "flooding," which Anna describes as the fight or flight response. "We become self-righteous, less objective and tend to withdraw from the other party," she says, "or even worse, we work to discredit them."

To learn more about fostering partnerships and avoiding breakdowns, join Anna and other speakers at the OWP Annual Meeting in May (see page 7 for details).

### Reference

Williams, E.M. and P.V. Ellefson. 1997. Going into partnership to manage a landscape. *Journal of Forestry* 95(5):29-33.

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## The prez sez... A few words from our president

It's been a busy year for the OWP. Brian Stenquist, our past president, set a lot of wheels in motion and really got the organization moving. Here, I'll give an overview of some of the activities OWP members have been working on.

At the 2001 annual meeting, new teams—each focusing on one area of the OWP—were set up to help us move forward. So now, in addition to the nominations and Weikel Award teams that were already in place, we also have education, consulting and communications teams. Find out what our team members have been up to the past year in the “Committee Updates” section on page 6.

Our regional directors have also been busy keeping the states in their regions updated on OWP news and activities, and encouraging states that are not OWP members to join. In addition, John Sunderland, Southeast regional director, represented the OWP at the August meeting of the Conservation Business Managers Association, expanding our networking opportunities. Learn what state agencies in your region (and others) are doing by reading “Field Notes” on page 4.

Our Alaska contingent has been busy planning the annual meeting, set for May of this year in Seward. The theme “Fostering Partnerships and Public Involvement” is important to us all in this challenging field. An optional 2-day training session, “Building Agreement on Natural Resources and Public Policy,” builds on the theme. Add networking opportunities and the exciting sights of Alaska’s natural resources, and you have a conference you can’t afford to miss. (More details on page 7.)

As most of you know, the OWP is an affiliate of the International Association of Fish and Wildlife Agencies. I attended the IAFWA meeting in December to promote the OWP and our services. In a presentation I gave at the business meeting, directors learned about the training and networking opportunities at our annual meetings, the OWP listserv and our Web site. In addition, I explained the “Who Zoo” that we’re developing (a database of our members’ various skills and techniques that can be drawn on to help support other agencies) as well as the 205-210 course and other opportunities the OWP offers.

The executive committee, regional chairs and team leaders have been meeting monthly via telephone conferencing calls to coordinate and update OWP activities. If you’re interested in current OWP business, contact your regional directors for the monthly minutes from these calls.

I’ve just scraped the surface of what OWP members have been up to here. Read through the newsletter, and you’ll see how active we are and learn about the many services we offer. The newsletter will also give you ideas about what the OWP can do for you and your agency, and hopefully you’ll be encouraged to participate more fully in the organization. The OWP is a success because of the volunteer efforts of many people who are rarely acknowledged for what they do, and offering a simple thanks here really doesn’t do them justice. Come meet OWP members and thank them in person yourself at the annual meeting in Alaska. I hope to see you there!

- Tom

## Dive into the Cracker Barrel!

The Cracker Barrel takes place during the OWP annual meeting (see details at right). For about two hours, Cracker Barrel presenters set up a station (similar to a poster abstract) to discuss a particular issue with other conference attendees. Each station may have a table for handouts and exhibits, a flip chart and a few chairs for interested parties to relax and take part in the discussion. The presenter(s) chooses the issue to be discussed. Past Cracker Barrel sessions have involved soliciting OWP feedback on a planning-related topic relevant to the presenter’s state, the CMS 205-210 course, the annual conference, the program funding option and other relevant OWP topics.



If you’d like to submit a proposal to present a Cracker Barrel session at this year’s meeting, please send an abstract of the issue to be addressed and the name(s) and contact information of the presenter(s) by April 15 to Dana Dolsen, Utah Division of Wildlife Resources, P.O. Box 146301, Salt Lake City, UT 84114. Space is available for six to eight stations. Dana will notify, by April 22, all those who applied as to whether they have a station.

For more information on these upcoming events, visit [www.owpweb.org](http://www.owpweb.org)

## Coming 'round the corner

24<sup>th</sup> Annual Meeting and Conference of the OWP  
“Fostering Partnerships and Public Involvement”  
May 18-22, 2002  
Seward, AK  
Cost: \$200 or \$90/day  
Registration deadline: April 30  
(LATE REGISTRATION FEE CHARGED AFTER MARCH 15)

*An optional pre-conference training session, “Building Agreement on Natural Resources and Public Policy: Strategies for Citizens and Public Officials,” will be held May 16-17. Attend for only \$25 more!*

The theme of this year’s conference, hosted by the Alaska Department of Fish and Game, is “Fostering Partnerships and Public Involvement.” The program will explore all aspects of collaborative approaches to public involvement in wildlife management, from partnerships to resolution of specific conflicts regarding how wildlife should be managed. Planned conference activities and breaks will allow time for networking with fellow planners and seeing some of the spectacular local sights.

Sessions include *Collaborative Approaches to Natural Resources Management, Collaboration Instead of Competition: Safeguarding Partnerships, Building Sustainable Partnerships for More Effective Wildlife Management, Evaluation and Measuring Success to Make Plans ‘Living’ Processes, and Taking a Leadership Role in Integrating Planning and Public Involvement into Wildlife Management.*

**Contacts:**  
Teri Arnold, (907) 267-2412  
Bill Romberg, (907) 267-2366

**Comprehensive Management Systems Workshop (205-210)**  
March 24-27, 2002  
Bismarck, ND  
Cost: \$350  
Registration deadline: March 15

Natural resource management agencies are facing more intense scrutiny from customers, employees, stakeholders, special interest groups, legislatures and the general public. How do we balance their expectations with the realities of biological constraints and increasing demand for agency efficiency and accountability? Should we even consider non-wildlife expectations? Should we be in the business of making money? What does accountability mean? What business are we in? This course will explore these and other interesting questions regarding fish and wildlife management today and in the future.

The course will cover:

- What a Comprehensive Management System (CMS) is, including its four basic components and fundamental principles
- Strategic planning vs. strategic thinking
- How internal and external processes affect and link to the four basic components of a CMS
- How operational planning ties in with strategic planning
- Current thinking about performance-based management
- Common pitfalls, misunderstandings and mistakes in strategic planning
- The 3 Ps: Project, Priorities and Planning
- And more!

**Contacts:**  
Larry Cartee, (803) 734-3991  
Arlen Harmoning, (701) 328-6329

# Committee Updates

*The OWP has several committees whose members are working hard to make the organization a success. Below are brief reports from each committee to let you know what they've been up to.*

## Communications Committee

The communications committee (Juliette Wilson, Bruce Hawkinson, Arlen Harmoning, Andrea Crews, Margo Matthews and Art Johnsen, chair) is keeping busy with several activities. One is what you hold in your hands right now—the newsletter. To be distributed twice yearly, the newsletter will help keep members aware of what's happening in the organization and maybe encourage others to join. In addition, the OWP Web site has been updated and improved. Take a look for yourself at [www.owpweb.org](http://www.owpweb.org). Remember, too, we have a listserve available. The listserve is a valuable resource for members and has been receiving a lot of use over the past year. Have a question about planning? Post it on the listserve. The responses are great, and our members truly help support each other. The committee is continuing to explore needs for other communication channels within the organization. As these are identified, we'll add pieces to the OWP communication network that's already represented by the newsletter, Web site and listserve.

For information or to comment on the Web site or listserve, call Bruce Hawkinson at (651) 296-0776. To comment on the newsletter, call Cheryl Kolus at (970) 221-2823 or Juliette Wilson at (970) 493-1546. Other ideas or needs concerning communications may be directed to Art Johnsen at (607) 652-2342.

## Consulting Committee

The consulting committee began with four members: Dana Dolsen, Jim Schwarber, Dwight Guynn and Bill Lynn. After a couple months, however, the committee lost Dwight and Bill due to potential conflicts of interest. Now Jim and Dana are slogging it out together and are making good progress.

The committee is compiling a revised version of the OWP WhoZoo. WhoZoo is a database of our members' expertise and skills, which can be used to match up OWP members with internal and external OWP clients depending on the clients' needs. As an OWP member, you should have recently received a questionnaire asking you to list what you believe are your knowledge, skills and abilities related to planning. It also asks if you're willing and able to share your expertise with other organizations and agencies that may need your help. The questionnaire shouldn't take long to complete. Eventually, the WhoZoo may also be available on the OWP Web site.

## Education Committee

Steve McMullin is chair of the education committee, which also includes Margo Matthews, Michelle Beucler, Larry Cartee, Larry Gigliotti, Verdi Abel, James Kershaw, Shaun Keeler, Teri Arnold and Chris Burkett. Steve has been helping Arlen Harmoning set up and host a Comprehensive Management Systems Workshop (205-210 course) in Bismarck, ND, March 24-27 (see page 7 for more information). The education team will be evaluating the curriculum of the 205-210 course to determine if any changes are necessary and/or if we need to implement

other courses. In addition, the team is considering developing a pamphlet about the 205-210 course for members and states that may want to host the course.

## Nominations Committee

During the latter half of 2001, the OWP Nominations Committee (Shaun Keeler, chair, John Sunderland and Arlen Harmoning) identified and contacted potential candidates for the offices of President Elect and Treasurer. Subsequently, two candidates for each of these offices were secured, and that slate was submitted to and approved by the OWP Executive Committee in early 2002. (OWP members received an insert with this newsletter with nominees' biographies.) The election of officers will take place at the May 2002 annual meeting in Seward, AK.

## Weikel Award Committee

The Paul C. Weikel Memorial Award was established to recognize individuals for their outstanding contributions to improved agency management on a national or international level. Members of the award committee are Joe Starinchak (chair), Maury Wolff and Pat Cole from the OWP; and state directors Mike Budzik and Ron Regan. The nomination process began in February. The recipient is selected based on supporting information submitted to the committee on behalf of each candidate. The selection criteria used fall under five categories: innovation, effectiveness, transferability, implementation and comprehensiveness. The award is given to the recipient each year at the OWP annual meeting. For more information or if you'd like to nominate someone, call Joe Starinchak at (703) 358-2018. 🐾

# Thoughts on the OWP By Dana Dolsen

*(Editor's note: As part of the OWP's commitment to improving the future and management of fish and wildlife agencies, it helps colleagues and agencies address and implement change. But is the OWP practicing what it preaches? Are we continually updating our methods and approaches to agency success, and are we open to change and new methods ourselves? Here, Dana Dolsen, one of the OWP's regional directors, gives some thought to these issues and encourages others to do the same.)*

An agency colleague, regarding a team project we were working on, recently said to me, "You tend to run out in front of everyone and then can't seem to figure out why no one is excited about what you're doing."

My being out in front had evidently not met his expectations of what I should be doing. Am I not succeeding with shifting this person's view of what a planner should be, or what planning can help an agency do? Am I succeeding in my efforts as a change agent within my division?

I stand to be—perhaps we all need to be—chastised if no one else is excited about what we do. If we fail in motivating others to take risks and lead, criticism is due and should be welcomed! Implementing a Comprehensive Management System may not be the only or best way of helping prepare our agencies, their employees, their boards or commissions, or the public for tomorrow, next year or the next decade. Why should agencies bother having planners if we fail to challenge the organizations to aspire for more?

Another Utah DWR project team member shared, "Great work...but are

we pursuing the wrong outcome?" Did the team get consensus on its desired end result, and if so, was the consensus reinforced or have things changed in the interim? Shouldn't we be asking ourselves these same things? OWP members need to be sure of our organization and ourselves. Change is the only constant in life, so the OWP must continually adapt to meet new influences and circumstances. Whatever we do, whatever successes we achieve, not all will be universally acclaimed, nor should we expect unilateral support of our planning endeavors. What matters is that we sufficiently affect and guide leaders to inspire employees who can then enhance agency effectiveness daily. Do we walk our talk?

Whether to our chagrin, joy or somewhere in between, we have been challenged to provoke our colleagues collectively to face reality and envision the future, and to work collaboratively with them toward making our agencies proactive, effective and efficient on behalf of wildlife conservation. To that end, agencies need many tools,

techniques and approaches, some of which the OWP has available through its members and its formal training opportunities (e.g., CMS 205-210). But it's a rare organization that can remain viable if it still only markets the same products and services it offered 10 years ago. We have no monopoly on these approaches. We need to be open to and inclusive of others and their planning efforts to best assist our own leaders in creatively constructing management entities that are indeed adaptive and that can position themselves to thrive. Are we sufficiently forwardly focused?

I ask you to ponder, debate, and deliberate. And if the need is great, the spirit is willing and the timing is appropriate, let us *choose to instigate* new beginnings for the OWP! *Just do it!*

Any comments? Let me know!

Dana Dolsen  
Utah Division of Wildlife Resources  
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[nrdwr.ddolsen@state.ut.us](mailto:nrdwr.ddolsen@state.ut.us) 🐾

**ORGANIZATION OF WILDLIFE PLANNERS**  
*Dedicated to improving the management  
of fish and wildlife agencies  
and to supporting the professional lives  
of people who participate in our organization*

### Membership Information

Membership is open to all state, provincial and commonwealth governmental agencies responsible for administration of fish and wildlife resources in the western hemisphere. Membership is also open to the U.S. Forest Service, Bureau of Land Management, National Park Service, U.S. Fish and Wildlife Service and other federal agencies whose responsibilities involve fish and wildlife resources. Associate memberships are available for interested individuals, organizations and institutions.

Contact any Executive Committee member or Regional Director (see page 2) for details.

## WESTERN REGION

### Arizona

The Arizona Game and Fish Department is finalizing a Business Administration Strategic Plan, and we're gearing up to revise all of our strategic plans for a January 2007 to December 2013 cycle. AGFD has a 3-phase strategic planning process that takes a few years to complete. We're expecting a lively 2002 legislative session as our legislators deal with the state's anticipated \$1.6 billion deficit over the next two years. Arizona's Heritage (Lottery) Fund is expected to drop from about \$8.5 million to under \$7 million, but only time will tell. Sometimes when people get nervous about the economy they buy more lottery tickets, so perhaps the fund (and AGFD's portion of it) will end up okay.

### Idaho

Idaho Fish and Game began a strategic planning process last July, starting from scratch. The process is designed to be heavy in public involvement and will include input from public and employee surveys, 35 focus groups and a roundtable of organized groups. The agency is still in its first year of implementing an activity-based costing system that has over 400,000 possible combinations of activity codes.

### Utah

The Utah Division of Wildlife Resources is developing a Water Works Wonders marketing plan to assist our Aquatics Program and boost license sales. A 5-year creel survey was completed last year, and an elk hunter survey is in the works. In other marketing activities, we sent a promotional mailing to buyers of our Wildlife Heritage Certificate, and we're focusing on nonconsumptive users with our Nongame Wildlife Income Tax Check-off marketing plan.

Contracting with Dr. Steve McMullin, UDWR is also surveying its full-time

and short-term employees about the management effectiveness of the agency. Reasons for the survey include our director's retirement, our ongoing commitment to leadership development, and our desire to build upon the organizational culture analysis recently done by Utah State University. The latter item and the management effectiveness study are tied directly to the UDWR Strategic Plan: 1998-2003, in that both were identified as necessary measures of internal improvement needed to implement strategies aligned under several specific objectives.

## SOUTHEAST REGION

### South Carolina

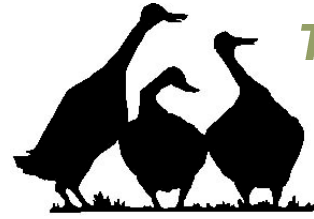
The South Carolina Department of Natural Resources is reviewing and updating the Strategic Plan for the agency. This includes a series of regional meetings throughout the state with most of our staff to gain insights and ideas for strategic direction.

The update and development of Long Term Performance Measures for SCDNR has been a primary focus. We're linking this to the 2000 Census data to review changes and trends relative to South Carolina's demographics, participants, license sales, etc. In addition, the agency has a new process for the Annual Accountability Report to the General Assembly, applying the Malcolm Baldrige Criteria for all agency programs. The process emphasizes business results for reporting the agency's performance measures and will continue to be fine-tuned.

# Field Notes

Take a gander at what's been happening across the regions

Compiled by the Regional Directors



Finally, Responsive Management recently completed a study on youth and fishing in South Carolina. Mark Duda will present us with the study results soon.

### Florida

Citizens' groups continue campaigning for Florida's Design for Conservation, the 1/8 of 1% state sales tax initiative, which is getting editorial support and media coverage.

The Florida Fish and Wildlife Conservation Commission is going through our annual revisions to Priority Issues (PIs). PIs identify what the director thinks is most important for the agency to accomplish in a given fiscal year. PIs tell us what we really need to focus our efforts on.

### Louisiana

In accordance with state law, the Louisiana Department of Wildlife and Fisheries recently completed a revision of its strategic plan. All state agencies are mandated to develop 5-year plans with revisions occurring at least every three years. This revision, completed last September, is much more challenging and visionary than our original 1998 plan. We're promoting our current plan as our "contract with Louisiana."

### Arkansas

The Arkansas Game and Fish Commission's senior management team is considering planning and budgeting system changes to comply with new state performance budgeting and accountability legislation. Changes made will also meet the planning obligations of the Wildlife Conservation

and Restoration Program.

### Tennessee

The Tennessee Wildlife Resources Agency continues to implement the point-of-sale automated license system. Public acceptance of the system has increased and we've now included boat registration renewals as part of it. Our fledgling elk herd is doing well; we'll continue to bring elk in from Canada for a couple more years. The Tennessee legislature is in its third year of trying to fix a budget deficit, leaving all of state government with ever-tightening restrictions on hiring, purchasing and traveling. At the same time, we're past due for an increase in hunting and fishing license fees. The next big project for our little agency may be a new off-highway vehicle program. We don't really want the OHV program, but TWRA is the logical agency to take charge of it.

In the Planning Division, we're near the halfway point of our 6-year strategic plan and will conduct a review this year. Also, we still have a contract with the University of Tennessee to do human dimensions surveys, and our comprehensive management plan continues to serve us well.

## NORTHEAST REGION

### New York

The central office of the New York Department of Environmental Conservation's (DEC) Division of Fish, Wildlife and Marine Resources (DFWWR) moved into new headquarters in downtown Albany. In 2001, both the DEC and the DFWWR

updated their strategic plans. As part of this, the DFWWR identified five additional priority program initiatives to concentrate on in the coming years. The initiatives will be largely funded by the federal Wildlife Conservation and Restoration Program. Work to advance the Division's comprehensive management system is continuing, including efforts to improve the Division's program evaluation processes.

### Vermont

At the Vermont Department of Fish and Wildlife, a process to implement the department's strategic plan is being developed and put into place. Here, the operational planning process is in its second year and will be the basis of performance-based budgeting, to which Vermont is transitioning.

### Maine

The Maine Department of Inland Fisheries and Wildlife will host the 58<sup>th</sup> Annual Northeast Fish and Wildlife Conference this year, to be held in Portland April 21-24. The conference theme is "The Public Trust." For more information, call (207) 287-5252.

## MIDWEST REGION

### North and South Dakota

Both North and South Dakota are participating in a pilot regional human dimensions survey conducted by Colorado State University and sponsored by the Western Association of Fish and Wildlife Agencies.

The North Dakota Game and Fish Commission will also be hosting the next OWP 205-210 course

March 24-27. See registration details on page 7 or check the OWP Web site.

### Ohio

The Ohio Division of Wildlife has experienced a few staffing changes over the past few months. Our federal aid coordinator, Ron Schaefer, and our human dimensions researcher, Steve Miller, both retired in December. We will miss their expertise. Phil King was hired as our new federal aid coordinator, and he's doing a great job. The researcher position will not be filled at this time. Due to a strategic reorganization of the Division, our grants coordinator, Sue Demers, has been promoted to the business administration section, although she'll still handle federal aid reimbursements.

Also of note, we're undergoing a federal aid audit, which has not revealed any major problems at this point. And we'll soon be reviewing and rewriting our CMS manual and other supporting documents.

### Illinois

Last September, the Illinois Department of Natural Resources submitted its 2003-2008 Strategic Plan to the Governor's Office of Strategic Planning. This is the third major revision of the plan since 1995. The current plan was formulated to complement the department's Annual Management Plan, which is prepared for the Governor's Office of Statewide Performance Review.

The Office of Resource Conservation hosted two training sessions last year for our field and administrative professional biologists involved in planning projects in cooperation with other agencies and local organizations. Daniel Leete and Linda McLyman of Progress Associates provided the excellent training for both sessions — "Team Training and Communication Workshop" and "Effective Communication Skills for Team Members."