

Human Dimensions

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After awhile, staff started coming to the human dimensions specialist and asking “Will you do this survey for our program? We want to know what our publics...are thinking and what they want.” Commissioners were heard saying things like “Perhaps we should delay this decision until what’s-his-name can do a survey for us so we know what the people are thinking.” And the human dimensions specialist produced many reports about what many publics were thinking, what they valued, how satisfied they were, and what they wanted.

And, everyone lived happily ever after. Well, that might be stretching it a bit. After all, this is not really a fairy tale.

I must say from my humble, professional judgment, the value of human dimensions as a decision-making tool for our wildlife agency has been immense. We prevented

some chaos. We slew some mighty dragons.... Human dimensions...can provide confidence and order in what would otherwise be total chaos.

I would like to close with one more highlighted message from my genie... from an article entitled “Thoughts on Change for Resource Managers” written by Richard C. Goulden, Manitoba Department of Natural Resources:

“As the onslaught of change continues to bombard us, as planning and managing appear bewilderingly more complex, we would do well to reflect upon the poem simply titled ‘If’ by Rudyard Kipling, which begins: ‘If you can keep your head when all about you are losing theirs and blaming it on you, If you can trust yourself when all men doubt you...’ Described in the full text of that poem are most of the qualities future managers will need. They are not new. Perhaps, however, one could underscore selected skills and abilities which will be

necessary more in the future manager... Skill in trend forecasting, consensus building, environmental mediation, risk assessments, conflict resolution, understanding sociological interactions and lastly, the capacity to creatively apply new technology will be hallmarks of superior wildlife managers in the future....”

Goulden closed with these words about “value”: “Knowledge of and adherence to a clear, unequivocal set of values will not only release us from the fear of change but actually enable us to enthusiastically embrace it, thereby yielding enormous creative opportunities. In this case, to the assured will go the prize—and, as well, we will have put the fun back into management.”

With the commitment, energy, creative thinking and guidance of the Organization of Wildlife Planners, I am confident that all wildlife agencies can find success in accomplishing their mission. And we can have fun, too. 🐾



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Management

TRACKS



News from the Organization of Wildlife Planners

Bureaucracy-free Habitat: SWAPing Strategies

By Brian Stenquist, Minnesota Department of Natural Resources

“Bureaucracy-free habitat! That’s why I support the State Wildlife Action Plans. It doesn’t matter who does the work, as long as it gets done.” Dale Hall, Director of the U.S. Fish and Wildlife Service (FWS), offered these words of encouragement to the wildlife professionals gathered to celebrate the completion of the Comprehensive Wildlife Conservation Strategies, or State Wildlife Action Plans, as they are now being called.

Over 140 people from around the country and from a broad range of wildlife organizations were at the FWS National Conservation Training Center in West Virginia (7/31-8/2/06) to discuss the State Wildlife Action Plans (SWAP). The sultry summer weather was no match for the enthusiasm of the participants in this “One Year Later Conference,” sponsored by the Teaming With Wildlife program of the Association of Fish and Wildlife Agencies (AFWA). The conference covered important topical areas including communication, priority-setting, monitoring, performance evaluation, and coalition-building. The excitement and passion were palpable as people presented examples of their SWAP progress.

Among many others, Lisa Holst from New York, Dennis Fig from Missouri, and Carol Price from North Carolina gave enthusiastic presentations about their State Wildlife Action Plans one year later. Daren Carlson, from Minnesota, gave a “brilliant, simply brilliant” exposi-

tion on the challenges of monitoring and performance evaluation. John Kanter and Emily Brunkhurst from New Hampshire gave a mesmerizing account of their conservation action priority ranking system. Gayle Berger, from the Northern Mariana Islands, led a beautiful PowerPoint expedition that highlighted the challenges of managing species in greatest conservation need that are endemic to islands strewn hundreds of miles apart and extremely vulnerable to invasive species.

Rocky Beach, from the state of Washington, not only spoke about his State Wildlife Action Plan, but also about serving as staff to the National Acceptance Advisory Team, affectionately known as the NAAT. Comprising leaders from state agencies and FWS, the NAAT has been responsible for reviewing and recommending approval, conditional approval, or rejection of the Wildlife Action Plans. Rocky told the participants, “Working for the NAAT was one of the highlights of my career. All the states and territories should be very proud of what you did. I certainly am.”

Setting a tone at the national level, Lynn Scarlett, Deputy Secretary of the U.S. Department of the Interior, congratulated the states and territories for their SWAPs. She also challenged them to increase coordination with federal agencies, enhance decision making with better information, monitor effectiveness at multiple levels, and inspire local citizen stewardship. Mark Shaffer, of the Doris Duke Foundation, offered a big vision of

a national conservation network. He also discussed the range of organizations that Doris Duke has funded to support SWAP, including the National Fish and Wildlife Foundation, Wildlife Conservation Society, Teddy Roosevelt Conservation Partnership, The Nature Conservancy, The Trust for Public Land, and the Teaming With Wildlife program of AFWA.

Other highlights from the “One Year Later Conference” included a stimulating discussion on global climate change led by Doug Inkley of the National Wildlife Federation. It was one of the first opportunities for this group of wildlife professionals to openly examine the perils of climate change for species in greatest conservation need. It will not be the last. Jim Martin, from Berkley Tackle and the former fisheries chief in Oregon, helped

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The Prez Sez...

A few words from our president

By Dana Dolsen, Utah Division of Wildlife Resources

Applying State Wildlife Action Plans is a Down-Home Thing

Now that the OWP has so successfully pulled off its *first-ever* Canadian-hosted annual conference—120+ registrants gathered in Canmore, Alberta for our 3-day cultural extravaganza—is it back to business as usual? **No way!** Your investment in and commitment to your fellow citizens and to the security and sanctity of your home land/air/water is a matter of life and death for all things wild! We need to protect the affinity we have for the wild within our souls, and I urge you to link that drive to what you are doing “down-home” day to day. Here’s my take on what it’s like to engage in Utah’s operational environment; I invite you to relate it to the work you conduct in your own agencies.

The American Planning Association (APA) has several policy guidelines of relevance for Utah land-use planners to apply regarding the convergence of sensitive species and habitat conservation opportunities in Utah. In particular, the APA Policy Guide on Endangered Species and Habitat Protection (www.planning.org/policyguides/endanger.htm) states, “Protecting natural system functions (e.g., water and air purification, flood attenuation, speciation, and nutrient recycling) is critical to the support of human, animal, and plant populations.” And, “... it is critical that efforts are made to incorporate natural resource protection at all levels of government in order to protect natural communities prior to species or their habitats becoming endangered or extinct.”

The State Wildlife Action Plans (SWAP; a.k.a. Comprehensive Wildlife Conservation Strategies), developed as part of the requirements for receiving State Wildlife Grants, are designed to implement such efforts in holistic fashion. As the Association of Fish and Wildlife Agencies (AFWA) notes, “The SWAP conserves wildlife and natural places by protecting clean water and air—making



both wildlife and people healthier... The health of wildlife is often an early indicator of disease and pollution that affect us all.” Together with Teaming With Wildlife, AFWA also underscores the benefits of the plans in terms of being proactive and conserving wildlife species *before* they decline and cost more to protect.

The beauty of the plans is that they emphasize on-the-ground protection and restoration and ongoing sustainable management practices, which take a community approach in the Utah Strategy (see www.wildlife.utah.gov/cwcs/). As the APA urges, the “concept of natural community planning should be an integral and required element of local government comprehensive plans. Thus, as local units of government and state and federal agencies voluntarily work to protect habitats using their authorities in their areas of jurisdiction, there is reduced need for a regulatory approach.” To this end, the Utah Strategy outlines specific steps developed by scientists, sportsmen, conservationists *and* community members, working together to fulfill their mutual responsibility to conserve wildlife and the habitats they populate for future generations. For the Utah Division of Wildlife Resources, the Utah Farm Bureau is a strong Strategy partner (see inset, next page), even establishing its own Endangered Species Task Force (<http://utfb.fb.org/Website/SensSpec.html>) to inform and educate its members.

Further, the APA notes the importance of “reasonable incentives for private landowners to participate in land stewardship” that protect, restore, and

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Bureaucracy-free

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frame the challenge of climate change for the group. He encouraged everyone to “Focus on the important, not just the urgent. Imagine resource managers 50 years from now. When they look back at us, will they say ‘Gosh, I’m glad they did that back then.’ Figure out what that ‘that’ is, and go do it!” He offered as examples: (1) managing for species migration and range shifts across state borders, and (2) protecting headwater streams.

In her closing remarks, Naomi Edelson, the heart and soul of Teaming With Wildlife, said, “We should be very proud. It’s amazing that 50 states and 6 territories could simultaneously create individual Wildlife Action Plans, using the same basic framework. It’s unprecedented!” She emphasized the need to increase Congressional support for these plans by building coalitions and getting the habitat job done.

Bureaucracy-free habitat for all wildlife species! Gosh, I’m glad we’re gonna do that. 🐾

OWP Members:

The proceedings document of the 2006 OWP Annual Conference, held in Canmore, Alberta, is complete. A copy of the 2006 Proceedings on CD is being mailed to all 2006 meeting attendees along with a t-shirt and new OWP pin. If you did not attend the meeting, a PDF copy of the Proceedings can also be downloaded from the OWP Web site at: www.owpweb.org/OWPpubs/ConferenceProceedings.php.

NOTE: This year’s proceedings document is quite large since it contains all of the presentations made at the meeting, as well as a good number of high-quality photos. If you wish to look at the electronic copy on the Web site, right click on the PDF link and then select SAVE AS to copy the file to your computer *before* opening the file. It will open much faster on your computer than it does on the Web browser.

News From the Management Assistance Team

Rollout of the Leadership Development Program Template and Materials at AFWA Annual Meeting

A new “toolbox” to facilitate leadership development is available for state fish and wildlife agencies. The Management Assistance Team (MAT) will roll out a leadership development program template and 12 of the 15 related courses this month. The template is an overall two-tiered program for leadership development based on a survey of all 50 state fish and wildlife agencies and extensive research. States can use the whole program or pick and choose the parts they need.

MAT will work with state fish and wildlife agencies to help them assess their needs and choose appropriate courses, then conduct train-the-trainer classes so that a state can conduct its own coursework. We will present this entire effort at the Association of Fish and Wildlife Agencies’ annual meeting in September, during the *Leadership and Professional Development Committee* meeting.

Register Now for MAT Online Leadership Courses

As part of MAT’s effort to provide leadership development to state fish and wildlife agencies, MAT has developed online classes in this subject. Six classes have been developed, with beta testing completed in August. The courses are:

- ◆ Visionary Leadership
- ◆ Creative and Critical Thinking
- ◆ Organizations as Ecosystems
- ◆ Going from Good to Great
- ◆ The Adaptive Leader
- ◆ Power

Three of the courses—Organizations as Ecosystems, Power, and Creative and Critical Thinking—will be open for enrollment in September on a limited basis. Course fees, approximately \$50-\$80 per student, go to the software provider, eCollege in Denver. Registration will be on a first-come, first-served basis, so check the MAT Web site at www.matteam.org for signup information and deadlines.

Start Now! Nominations Accepted in January for the 2007 National Conservation Leadership Institute

The Association of Fish and Wildlife Agencies, U.S. Fish and Wildlife Service, Izaak Walton League, Boone and Crockett Club, Wildlife Management Institute, International Paper Corporation, and The Conservation Fund, among others, have joined together to offer the first National Conservation Leadership Institute program this fall. From 60 applicants, the Institute has selected 35 “Fellows” who will compose the inaugural class of the Institute. The Institute is a world-class experience exposing Fellows to 10 days of learning with leadership “gurus” from Harvard’s Kennedy School of Government, nationally recognized leadership experts such as Margaret Wheatley, and renowned conservation leaders, including Jack Ward Thomas, among others.

Although the Institute has made its selections for 2006, the next class is slated to start in the fall of 2007. Nominations will be accepted in January, so *now* is the time to talk to your agency head about submitting your name in January. More information on the NCLI and the application process is available at www.conservationleadership.org.

Science for Planning: It's More Than Just the Biology!

By Natalie Sexton, U.S. Geological Survey, Fort Collins Science Center

Most wildlife conservation plans, whether state or federal, involve the integrated use of biological, sociological, and economic information. Combining this information provides a more comprehensive basis for developing, implementing, and monitoring such a plan. Particularly challenging for managers to address in these plans are the public attitudes, knowledge, and values concerning future management scenarios and their implementation and the associated economic effects on local communities. As most planners know, science-based biological data, though important, are not the only consideration in developing resource management plans. Scientists in the Policy Analysis and Science Assistance Branch (PASA) of the U.S. Geological Survey's Fort Collins Science Center in Colorado also understand this reality. This unique group of multidisciplinary biological and social science researchers has the expertise to integrate human knowledge, values, and perceptions of ecosystem management alternatives into practical management strategies.

PASA's partnership with the U.S. Fish and Wildlife Service (FWS) demonstrates several ways in which PASA scientists are assisting resource managers in meeting their mandates. The 1997 Refuge Improvement Act mandates that the FWS develop Comprehensive Conservation Plans for the 540 units of its National Wildlife Refuge System. The Act and subsequent FWS policies require the use of the best available science in refuge management. A specific goal of the planning effort is to "support management decisions and their rationale by using a thorough assessment of available science." PASA scientists have worked closely with FWS refuge biologists, planners, and visitor services specialists to integrate both biological and socio-economic scientific data into these compre-

hensive plans. This has been accomplished through workshops at the refuge level; training and workshops at regional and national levels; visitor, community resident, and stakeholder surveys; stakeholder assessments; and economic impact analyses.

This work fills an important niche in helping managers develop science-based goals that also incorporate the human element. For example, at Kilauea Point National Wildlife Refuge, Hawaii, PASA's survey assessments of community residents and visitors aided in the development of conceptual options for alternative transportation services. At Lake Umbagog National Wildlife Refuge, results from a survey of stakeholders informed planners and managers about public understanding of the Refuge's mission and purpose and desirability of future services—much-needed information for plan development and future implementation. In the Southern Greater Yellowstone Area—home of the largest concentrations of free-ranging bison and elk in the world—PASA scientists determined economic values and estimated the regional economic impacts related to changes in elk and bison management. The results yielded valuable insights into the ramifications of each management option before it was proposed in the Environmental Impact Statement. Altogether, over 200 refuges have benefited from some form of technical assistance from PASA, including on-site management consultations, simulation modeling, information synthesis, software development, and handbook development and publication.

In addition to its long-standing and ongoing relationship with the FWS, PASA has worked with most other Department of the Interior agencies as well as the Department of Agriculture, particularly the USDA Forest Service and the Farm Service Agency. PASA's long-term habitat

studies of Conservation Reserve Program (CRP) lands, along with a nationwide survey of landowners in the CRP, have directly impacted the Farm Bill by helping policymakers understand how the CRP program is working "on the ground." PASA research also identifies economically and socially acceptable agricultural practices that simultaneously achieve long-term wildlife management goals.

PASA's expertise has been applied outside of the federal family as well, including through a series of workshops for the Wyoming Game and Fish Department on public participation associated with development of a grizzly bear management plan. Also, PASA has conducted onsite Natural Resource Negotiation Training for Seattle City Light and other entities, and regularly conducts negotiation training for natural resource professionals at its facility in Fort Collins. (For information and course schedules, visit www.fort.usgs.gov/products/training.)

With the completion of the State Wildlife Action Plans, there is much to be done as the plans are implemented and monitoring begins. Education, outreach, and better understanding of the diverse publics who recreate on state lands and use state resources are only a few of the "beyond biology" issues that must be addressed. Through partnerships such as those described above, PASA offers expertise for researching and evaluating all aspects of management decisions—including social and economic considerations—so that resource managers can be confident they are using the best available science to meet their management challenges in a complex and constantly changing world. For more information about these and other PASA research activities and services, visit www.fort.usgs.gov/PASA/OWP.html.



Prez Sez

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Opportunities for landowners to improve habitat [Excerpts]
<http://utfb.fb.org/Website/FBNews/June%2006%20FB%20News%20-Web%20version.pdf>

...Improving wildlife habitat for fish and wildlife is a high priority for the Utah Division of Wildlife Resources (DWR). Private land provides the majority of wildlife habitat in Utah. DWR may provide seed, equipment, and technical assistance on most projects that benefit wildlife. Good habitats benefit not only landowners but wildlife and watersheds as well.

A goal of the Utah Farm Bureau and Utah Partners for Conservation is to have a win-win situation for private lands, the natural resources, and wildlife through cooperative conservation projects.

There are numerous examples throughout Utah of private landowners who have improved their property for livestock and wildlife....

Through these cooperative efforts at restoring sagebrush steppe, the wildlife habitats are being improved, grazing capacities increased, and watershed qualities are being enhanced.

Jan Anderson & Mark Peterson
Sensitive Species Specialists
IN: Utah Farm Bureau News, June 2006. Vol. 52, No. 5, p. 17.

enhance natural communities. Especially in northern Utah, this constitutes an important aspect of cooperative conservation community-building on mostly private lands, where practicing sustainable behaviors will ultimately enhance the quality of life for Utah's people as well as its wildlife, in particular our Species of Concern (see inset at right).

Investment in community conservation is reflected in Utah's Watershed Initiative, which received \$4 million in funding from the Utah State Legislature in 2005 and 2006 for shrub-steppe and riparian restoration work. This is a major thrust of habitat conservation action under the Utah Strategy.

Relative to avoiding species listings, the Utah State Legislature established the Endangered Species Mitigation Fund, for which they have annually appropriated funds to the tune of several million dollars over the past five years. Local land use stands to suffer should some of these "Species on the Edge" become federally designated as threatened or endangered, which would greatly complicate balancing rural economic sustainability. Preventing such a scenario makes economic as well as biological sense.

Concerning planning, development, and minimizing ecosystem disturbances, I turn to Utah's water-use planning predicament. In the drought-stricken West, groundwater over-pumping is already a danger that lessens the opportunity for recharging reservoirs and riparian areas. In addition, proposals for far-reaching pipelines from drought-stressed reservoirs abound as water is diverted from farms to cities in the fastest growing region of the country. Like its western neighbors, Utah has an ever-increasing number of thirsty mouths and lawns. Two cases illustrate why local land-use planners need to be aware of the Utah Strategy and the potential benefits of cooperative conservation efforts:

- ◆ **Salt Lake City** and its suburbs would receive 33.2 billion gallons of water per year from a proposed pipeline out of Strawberry Reservoir, in the mountains east of Provo. This reservoir is the state's premier trout fishery, and the surrounding area supports a local population of Greater Sage-Grouse, designated as a Utah Species of Concern (Tier II). What's more, the pipeline would accommodate at best only *two decades* of future growth at present rates.
- ◆ **St. George**, a booming retirement community in southern Utah, is asking for a *120-mile* pipeline to Lake Powell, already at record low levels. This is an excellent warm-water fishery and still a water recreation jewel. St. George is also in the northernmost extension of the Sonoran Desert, and nearby are Utah's only population of Desert Tortoise, a federally designated, Utah Tier I species.

How individual OWP members' roles as communicators and facilitators, and as builders of partnerships, bring the federal and local planning proponents, policies, and participants together is more important today than ever before. I urge each of you to augment your efforts to think globally and act locally. Become aware of the other allied professions and organizations that are aligned and congruent with our mission of improving the effectiveness of fish and wildlife management entities, and apply your collective wisdom and expertise in down-home practices. Engage yourself in decision-making processes at your local level that govern your air, water, and lands so that your individual contributions in your own community, as well as your professional impact at the state level, will resonate within you and have impact at both levels. Volunteer, get out there and make the difference I know you can make because of your passion for your place and sense of purpose to nurture it! My thanks to each of you for honoring me with the privilege of serving and supporting OWP and all that you do down-home.

—Great Basin Bear, Dana



Excerpted from UFB News, June 2006. Vol. 52, No. 5, p. 17.

The Value of Human Dimensions to a Wildlife Agency

By Doug Hansen, Director, Division of Wildlife, South Dakota Department of Game, Fish and Parks

[Editor's note: What follows are excerpts from Doug Hansen's presentation at the 2005 OWP Conference (from pp. 29-33 in the Proceedings at www.owpweb.org/OWPpubs). Doug, in turn, quotes excerpts from a long-ago OWP newsletter (also online above). This particular newsletter guided Doug throughout his career as South Dakota's Wildlife Director. In this distillation is some of the best of both.]

Once upon a time, there was a contented fisheries biologist living in his comfort zone in a place far, far away from the main office. Then one day, he got a call from the Department Secretary, who said, "Come to the main office and be my Wildlife Division Director."

The contented fisheries biologist said, "What? Are you kidding?" But a strange thing happened. The fisheries biologist had developed confidence. [And] With a confident voice, the contented fisheries biologist said "Yes" and prepared to go to the main office to become Director.

As word spread, the contented fisheries biologist, soon to become Director, received

much advice. "Be humble," said his Dad. "Be honest," said his long-time bureaucrat friend. "Trust and rely on your staff," said the savvy, veteran department employee. "Don't do it," said some of his friends.

Not to be deterred, the confident new Director went to the mountain top in search of a vision for what was to be in his new life. In his vision he saw chaos, fires, dragons and lions. He saw lots of former directors.

After a few confusing months had passed, the somewhat less confident Director was playing in his in-box. All of a sudden a genie appeared before his eyes. The genie said to him, "If you will follow me, I will bring order into your life."

I'm not making this up. This really happened. In fact, I brought the genie along with me today. It's been with me since that day it appeared. It talks to me every once in awhile when things seem to get a little crazy or disorderly....It is the August 1989 issue of the OWP Semi-Annual Newsletter, entitled *Tomorrow's Management*....For some reason, and I say this in all sincerity, this

single newsletter, this one issue, was like a light bulb to me. It has never gone out.

So, what's the big deal about this particular newsletter? Well, first, I'd never seen stuff like this before. Remember, I had been a contented fish biologist. The title, "*Tomorrow's Management*," resonated with me. That was certainly the time frame of vital interest to me. Beyond that, it had intriguing things in it, things that inspired me to learn more about effective management, strategic thinking and planning, planned management systems, and public participation in decision making. My yellow highlights have almost faded away, but I will share just a few of the memorable things in the newsletter....

Doug Crowe offered several lessons learned over the previous 10 years (remember, this was written in 1989):

- ◆ Planning (if it is to be effective) is a process, not a product.
- ◆ Good planning is really nothing more than good management.
- ◆ Good planning is an agency-wide function, not an isolated exercise carried out by planners.
- ◆ Good planning is formulated from the bottom up, then implemented from the top down.
- ◆ Wildlife conservation involves not only biology, but sociology, psychology, economics and a host of other humanities skills.
- ◆ Politics is inescapable in any human endeavor, including...wildlife management.
- ◆ The public increasingly demands a say in our decision-making processes.
- ◆ It doesn't take the future as long to get here as it used to.

Crowe also refers to Spencer Amend's comments about the trend of rapid turnover in wildlife agency directors. Now that really caught my attention. Crowe went on to provide an answer to why this rapid turnover was occurring and offered a suggestion on what we need to do: "The answer, of course, is that somebody doesn't like the decisions that are being made. Psychosocial research has demonstrated that people will accept decisions with which they disagree, so long as they feel these decisions were reached in a fair and equitable manner....[We] must actively seek broad-spectrum public input, not just lay back and react to special inter-

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Mark your calendars for...

The 29th OWP Annual Conference

May 22-25, 2007, Blacksburg, VA

Enjoy spring in beautiful Virginia when you join us for the 29th Organization of Wildlife Planners Annual Conference, co-hosted by Virginia Tech and the Virginia Department of Game and Inland Fisheries. The conference will be held on the Virginia Tech campus at The Inn at Virginia Tech.

The 2007 conference will be a return to OWP's roots. The theme is: *Developing the Next Generation of Fish and Wildlife Agencies*. The conference will consist of a series of mini-workshops designed to simultaneously enlighten participants regarding the issues of planning for the next generation of agencies and to demonstrate tools and techniques for getting there. Among the topics to be discussed are:

- ◆ How to best develop the next generation of natural resource professionals, leaders, and agencies. Sharing and developing strategies for recruiting the best and brightest to university fish and wildlife programs, and to fish and wildlife agencies. Using tools like the Leadership Toolkit at the National Conservation Leadership Institute to develop future leaders.
- ◆ An examination of success stories and challenges as agencies have begun to implement State Wildlife Action Plans, including project management; also, how to successfully integrate game management with increased emphasis on species conservation programs.
- ◆ Discussions about global climate change and corporate responsibili-

ties, extremely important topics that are constantly in the news and have the potential to impact fish and wildlife agency programs in the future.

In addition, several OWP traditions will be continued at this conference: a Cracker Barrel session, Weikel Award luncheon, business meeting and an enlightening field trip to the beautiful mountains of Virginia.

Please send comments and/or suggestions about the 2007 conference to Steve McMullin (smcmulli@vt.edu) and Virgil Kopf (virgil.kopf@dgif.virginia.gov).



Book Review

Silos, Politics and Turf Wars, A Leadership Fable

By Patrick Lencioni, 2006, Jossey-Bass Publishing, 211 pages

Reviewed by Dan Zekor, Missouri Department of Conservation



This is a nice quick read with a few lessons and ideas that even the most experienced planner will appreciate. In the end, the author doesn't reveal much that's new, but he does

give a different spin to the concepts of developing vision, strategic direction, and objectives. The author's writing style makes this book enjoyable, because rather than writing it as a dry, matter-of-fact textbook, the subject matter is presented more as a fable (as the subtitle indicates), in the manner of Ken Blanchard. The lessons to the reader are revealed over the course of the story.

As many people working in an agency setting can relate to, the premise of the book focuses on recognizing the detrimental nature of "silos" and what it takes to break them down and align leadership with the real "strategic issues" facing the organization. Anyone who has worked with leadership groups will empathize with the lead character's predicaments and his struggle to think on his feet, and not lose the group in their joint quest to understand problems and arrive at a pathway that everyone supports. The author uses the final few pages to sum things up as a set of concepts and tools. Understanding his approach is useful, because often, it's not what we are seeking in these processes, but rather how we get there. This book provides another set of tools for your tool box, or at least another way to employ already familiar techniques.

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est demands. Furthermore, we must develop visibility, objective-driven participatory decision-making systems that demonstrate and [quantify] equitable consideration of all user desires....we will need a planned approach to management decision-making in the future much more than we ever have in the past."

For the next couple years, the more confident Director learned more about this weird stuff. He observed decisions being made without it. He began implementing some of the weird things he had learned. When his planning coordinator retired, he recruited a human dimensions specialist to fill the position and gave him the creative title of planning coordinator/human dimensions specialist. At first, people would laugh and ask "You hired a what?" Staff said "Who needs this guy? We are the experts and we know what the people want, or should want." Commissioners were heard to say "We can't let some survey of public opinion influence how we vote."

Continued on back page

Field Notes

Highlights From Our Friends in Tennessee

Submitted By Barry Sumners, Tennessee Wildlife Resources Agency

The Tennessee Wildlife Resources Agency has just finished a new version of our Strategic Plan. We've been using basically the same Strategic Plan format for nearly 30 years and this is our 6th edition. Major changes in this edition include: (1) increased emphasis on fish hatcheries; (2) a new chapter for elk, which we began reintroducing five years ago; and (3) decreased emphasis on turkey restoration. All of the Agency's projects have now been evaluated and scored based on the new Plan, in advance of the next budget-setting meeting. The new Plan, also linked through the OWP Web site, is available at www.state.tn.us/twra/stratplan06-12.pdf.

We have put our big-game check stations on our point-of-sale license system, providing instant updating of deer and turkey harvests. Tennessee has mandatory check-in of big game, and for decades we have collected the paper tags from check stations and spent hundreds of hours editing and compiling the data. With over 150,000 deer tags per year piling up in the wildlife division, it was time to try something else.

The Agency has hired a marketer, who is working out the details of a grant from the National Shooting Sports Foundation to recruit hunters and sell more hunting licenses. If we're successful, then we will share the methods with other states.