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Management TRACKS

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News from the Organization of Wildlife Planners

Crossing Boundaries at the 2003 OWP Annual Meeting and Conference By Brian Stenquist

Look out the window the next time you're at 36,000 feet in altitude. Watch yourself crossing ecological and land-use boundaries. Going southwest from Minnesota, the savannah gives way to short-grass prairie, which lifts up into snow-capped mountains that slide down into dry red deserts. The urban metropolis sprawls out into row crop agriculture, which drifts into rolling rangeland that rises into mountain reservoirs and then plummets into desert casinos and golf courses.

That's what I saw as I flew from the Twin Cities to Phoenix to attend the OWP Conference in May. I marveled at the different landforms and ecologies, the different land uses and economies, the different habitat boundaries that I flew across. I mused about planning processes designed to link ecologies with economies, habitats with land use, stakeholders with agencies, knowledge with action.

My plane ride prepared me well for the OWP Conference and its theme, "Managing Across Boundaries." A wide range of professionals with varying experiences gathered in Sedona, Ariz., to share their insights about crossing boundaries. Here are some highlights:

◆ **Jim Buster**, a former Arizona legislator, talked about the challenges

facing elected officials as they manage across issue and constituent boundaries. He reminded the audience that it's often like tacking in the wind, zigzagging back and forth to catch the breeze, having multiple conversations with various interests, trying to reach the beaches of common understanding and good public policy.

◆ **Jim Faast**, public involvement specialist with the U.S. Fish and Wildlife Service, talked about creating fair, open, and honest processes for public participation. He emphasized that trust is the essential ingredient in successfully involving the public in managing across boundaries.

◆ **Rod Sando**, executive director of the Columbia Fish and Wildlife Authority (and formerly director of the Idaho Department of Fish and Game, as well as commissioner of the Minnesota Department of Natural Resources), gave several presentations. He talked to conference attendees about CBFWA's challenge of managing internationally significant salmon resources within the context of four states, one province, 13 Indian tribes, several federal agencies, important private sector industries, and citizens within 62 sub-basins of the Columbia River watershed. Wow! Talk about managing across boundaries! Rod also

discussed his experiences leading a successful strategic planning process within the IDFG.

◆ **Pat Graham**, executive director of the Arizona Chapter of The Nature Conservancy and former director of the Montana Department of Fish, Wildlife, and Parks, talked about the creative ways TNC is developing and using ecological information to help it "save the Last Great Places." He also pointed out some of the challenges TNC is facing as it crosses old boundaries to create new partnerships with nontraditional interest groups.

◆ **Jessica Lipnack**, whose firm, Virtual Teams, specializes in supporting dispersed work teams managing across boundaries through Web-based virtual

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The Prez Sez...

A few words from our president



In the past several months, many fish and wildlife agencies have suffered cutbacks. As a result, agency managers are faced with the difficult decisions of cutting operations, shifting duties and moving staff, and laying off employees.

Likewise, the OWP is faced with tough decisions. It's become expensive to stay connected as a network. As a result, we're probably going to reduce the number of conference calls we have among the Executive Committee, Regional Directors and Committee Chairs. We'll save some money, but we

run the risk of losing valuable connections within our network.

I don't like what often happens when things get tough:

Cinch down. Tighten the belt. Batten down the hatches. Hunker down. Wait out the storm. Only the essentials. Survival mode.

This is what I'd rather have happen when things get tough:

Loosen up. Wear baggy clothes. Open the hatches. Stand up. Dance in the rain. Play. Share your virtuosity.

This brings me to stress responses of the human body. The classic model for what bodies do when presented with stress (e.g., being chased by an African lion) is "fight-or-flight." Most of us are familiar with this phenomenon—increased heart rate, blood pressure and cortisol levels—and it has obvious evolutionary advantages.

Many of us learned about the physiological implications of fight-or-flight from Anna Maravelas's workshop in Alaska, but it isn't all that helpful *unless* you are indeed being chased by an African lion.

There is a complementary stress response that's received much less attention than fight-or-flight. It's called "tend-and-befriend." The response in this case is to protect oneself and one's offspring through nurturing behaviors and to seek alliances in social groups. As with fight-or-flight, there is both a physiological component and an evolutionary context. In her workshop, Anna framed the physiology as the "helper's high"—much like the "runner's high" caused by endorphins.

Although few of us are familiar with the tend-and-befriend model per se, OWP has modeled tend-and-befriend—really, it's right in our mission: "To improve the management of fish and wildlife agencies and support the professional lives of people who participate in the organization." Mentoring, technical assistance, sounding boards, and plain ol' support have always been just a phone call or e-mail away.

For me, the human body works well as a metaphor for organizations. Your agencies are faced with stress and difficult choices. The OWP is faced with stress and difficult choices. I think we run the risk of contracting into ourselves, going into survival mode, eliminating play and neglecting our long-term health. Even worse, our comrades of good times may become our competitors in bad times.

This is a call for action! Tend and befriend! Your agencies and your fellow OWP members could use the help. Give some agency manager a call and ask, "Can I do anything for you?" Give some OWP coyote a call and say, "How's it goin' partner?" Reach out—don't wait for a staff meeting or a conference call. Use your own phone. Dance in the rain!

I'll be calling...

—Michele

Consulting Services Helps with CWCP Workshops

By Dana Dolsen

OWP members have been involved in two Consulting Services Committee projects during the past year.

CWCP Workshop Assistance

Naomi Edelson (IAFWA) and Tim Hess (USFWS Federal Aid), who were responsible for the design, creation and implementation of the five regional CWCP Workshops, asked the OWP to assist in preparing the workshop agenda and facilitating all of the workshops.

Mark Burch (Alaska), Brian Stenquist (Minn.) and Dana Dolsen, (Utah) were chosen to assist from several well-qualified OWP members (through the WhoZoo database). Dana was appointed the lead OWP liaison for the project.

All three worked collaboratively with Tim and Gideon Lachman (IAFWA) on the agenda design. The agenda was

modified for each workshop to enhance the learning opportunities for all state representatives in attendance.

Mark served as lead facilitator for the Georgia and Wisconsin workshops, Brian led those in Washington and Utah, and Dana led the workshop held at the National Conservation Training Center in West Virginia.

Thanks goes to Margo Matthews, Brian and Mark, as well as several other OWPers for their great effort and support in this project.

Partners in Flight Strategic Planning Workshop

At the request of Dwight Guynn, co-leader of IAFWA's Management Assistance Team (MAT), the OWP provided facilitators for several breakout group sessions at the Partners in Flight Strategic Planning Workshop held in North Carolina prior to the annual

North American Fish and Wildlife Conference.

Assisting Dwight in leading about 55 professionals through the process of developing their first strategic plan were: Rob Brooks and Marc Scow (Mont.), Eric Nuse (Vt.), Maury Wolff, (N.C.), and Dana Dolsen (Utah). It's hoped that each of these facilitators will share what their expectations were before the workshop and what they learned as a result of their involvement, so that their insights and lessons learned may be of help to other OWPers.

This was an excellent opportunity for the OWP to forge stronger ties with MAT, as well as to provide our fellow professionals in the avian field with an invaluable service as they move toward fulfilling the mission of the Partners in Flight program.

Overview of the Wildlife Conservation Planning Regional Workshops

With the new federal State Wildlife Grant (SWG) and Wildlife Conservation and Restoration (WCRP) programs, Congress has provided an historic opportunity to state fish and wildlife agencies and their partners to design and implement a cohesive and comprehensive vision for the conservation of America's wildlife. As required by these programs, states must develop Comprehensive Wildlife Conservation Plans by 2005. The International Association of Fish and Wildlife Agencies (IAFWA), the U.S. Fish and Wildlife Service (FWS), and several national conservation groups are providing assistance. The resulting plans will lay an essential foundation for the future of wildlife conservation, as well as a stimulus to engage the states, the FWS and conservation partners in strategically thinking about their individual and coordinated roles in prioritizing conservation efforts nationwide.

The development of the plans at the state level has been a critical first step in defining the capabilities and needs of states and their partners to conserve all wildlife. These plans will be much more than a checklist of conservation tasks. States and their partners will seek to make them understandable, implementable, and adaptable guides for statewide wildlife conservation. The plans will result from broad public-private collaboration and focus on the restoration and stabilization of our rich wildlife heritage.

IAFWA's Teaming with Wildlife Committee established a workgroup to facilitate creation of the Comprehensive Wildlife Conservation Plans. Drawing from eight elements that the law requires, the workgroup produced a "Guiding Principles" document in 2002 for states to consider in their plan development. Additionally, the workgroup recommended regional workshops to provide further assistance.

Earlier this year, workshops were held in each of the five FWS regions. The workshops were designed in accordance with the "Guiding Principles" and stressed information-sharing, addressed states' needs and concerns, and fostered interstate, inter-organizational cooperation.

For an overview of the five workshops, contact Dana Dolsen at danadolsen@utah.gov or (801) 538-4790.

Committee Updates

Interested in becoming involved with an OWP committee? Just contact one of the committee chairs below.

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NOMINATIONS

Vacant

WEIKEL AWARD

Rob Brooks, (406) 444-5786
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Weikel Award Committee

The Paul Weikel Award Committee is looking for two current OWP members to volunteer their services. The committee collects nominations for and selects the winner of the Weikel Award, which recognizes individuals for outstanding contributions to improved agency management. The new positions will require a 3-year term but not excessive amounts of time. Major responsibilities include reviewing and scoring the award nominations and assisting with the Weikel Award luncheon program if one so desires. Interested? Contact Rob Brooks at the phone number or e-mail address provided above.

Communications Committee

The Communications Committee has begun efforts to enhance the OWP Web site (www.owpweb.org) to make it more effective. New additions to the site include:

- A **Members' Area** that has information about how to join the listserv, as well as electronic copies of the member handbook, a membership application, the bylaws, election information, and (under construction) business and ExCom meeting minutes.
- An **OWP history**, prepared by Verlyn Ebert (USFWS), including summaries of annual meeting programs from 1979 to 2003.
- **Conference Proceedings**, with electronic copies of the proceedings for *all* past OWP annual meetings.

The Communications Committee forwarded a proposal for redesign of the Web site and is investigating the idea of a secure "group workspace" and/or intranet to maintain OWP's file archive and create a dynamic work area for ExCom and Committee projects. Two "group workspace" demo sites have been created and are being evaluated.

Preliminary information on the 2004 OWP annual meeting in Ohio is also available on the site, with more details being added as they become available.

OWP members with suggestions for additional improvements or changes to the site can send them to Bill Romberg.



Spotlight on the Consulting Services Committee

The Consulting Services Committee provides OWP member consulting services to those with fish and wildlife management responsibilities who are in need. Members are Dana Dolsen (Utah), chair; Jim Schwarber (Alaska); and Joe Starinchak (USFWS).

Services offered include the development of programs, products and other activities that meet the client's needs. The committee also strives to maintain communications among its members and other entities to enhance awareness of their potential needs for assistance.

The committee developed and maintains the OWP WhoZoo, a database of members' areas of expertise. It also maintains a list of specialized private and public groups that provide services in areas such as comprehensive management systems, strategic planning, meeting facilitation, public participation methods, trend analysis, etc.

The Consulting Services Committee makes selected committee projects available to all OWP member states, territories and provinces, as well as other fish and wildlife management entities, for the purpose of sharing information and promoting the consulting services offered by OWP members.

To find out more about the Consulting Services Committee or to volunteer to serve as a member, contact Dana Dolsen (contact information listed at upper left).

Hunters' Responses to Chronic Wasting Disease

A study of the Western Association of Fish and Wildlife Agencies' Human Dimensions Committee

Submitted by Ty Gray,
Arizona Game & Fish Department

Prepared in cooperation with the Colorado State University Human Dimensions in Natural Resources Unit

The Human Dimensions (HD) Committee of the Western Association of Fish and Wildlife Agencies (WAFWA) will conduct a study regarding the human dimensions of chronic wasting disease (CWD). The study focuses on deer and elk hunters' responses to the disease. The nine participating states and their staff representatives are: Arizona (Ty Gray), California (Craig Stowers), Colorado (Linda Sikorowski), Nebraska (Bruce Morrison), North Dakota (Jacquie Gerads), South Dakota (Larry Gigliotti), Utah (Dana Dolsen), Wisconsin (Jordan Petchenik), and Wyoming (Chris Burkett).

Background: At their July 2002 annual meeting in Albuquerque, N.M., WAFWA directors identified chronic wasting disease as a critical ongoing concern. In particular, the directors expressed concern about the social ramifications of the disease and, as a consequence, requested that the WAFWA HD Committee explore the potential for a study. The HD Committee convened a 2-day meeting of agency and university HD professionals at Colorado State University in August 2002 to discuss CWD human dimensions research needs. State fish and wildlife agencies from Alaska, Colorado, Idaho, Illinois, Minnesota, South Dakota, Wisconsin and Wyoming were represented. The research described here is based on the needs identified at that meeting. WAFWA directors submitted this proposal for funding on a state-by-state basis to WAFWA member agencies at their January 2003 meeting.

Purpose: The study will provide information that describes (1) hunters' perceptions of risk, declines in hunter participation, permanent desertion from hunting, and displacement to other locations at various stages of the potential disease expansion; (2) how these impacts differ for various subgroups of the hunting population (e.g., residents/non-residents; highly committed/uncommitted hunters; highly experienced/inexperienced hunters); (3) hunters' general awareness of CWD and its implications, as well as their information interests (what hunters would like to learn about CWD) and desired forms of receiving information; (4) hunters' attitudes toward CWD management philosophies and management action alternatives; (5) hunters' willingness to pay additional funds to assist research and management of CWD; (6) likely means of using big game meat under situations of uncertainty; and (7) the perceived credibility of state wildlife agencies when addressing CWD topics.

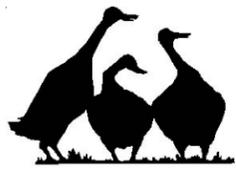
Study Utility: Results of the study will provide information useful for management decisions related to CWD. Specifically, the information gathered will (1) allow planners and policy-makers to predict the likely economic impact to rural communities and to agency revenues that will occur should CWD expand; (2) guide development of hunting and game-handling regulations; (3) suggest possible funding mechanisms for dealing with CWD; (4) guide information and education efforts directed toward educating hunters about CWD; and (5) guide decisions for containing CWD that are within public tolerance limits.

Study Outputs: Three major products are expected to result from this

project, including (1) a study report that describes study purpose, objectives, methods and results; (2) presentations to regional committees and national conferences; and (3) computer simulation models that will allow policy makers to (a) specify the geographic distribution of the disease, percentage of incidence, and speed of testing, and (b) predict changes in hunter participation, displacement, and tolerances for acceptable management actions, as well as changes in agency revenue.

Tasks and Timeline: The major tasks and timing for their completion are as follows: (1) survey design and approval by participating states occurred between June and August 2003; (2) data collection will take place from August to November 2003; (3) data entry and analysis is scheduled for December 2003 through June 2004; (4) a progress report and preliminary results will be presented in July 2004; (5) a final presentation will occur in October 2004; and (6) the final report will be submitted to the WAFWA directors and the directors of participating agencies in December 2004.





Field Notes

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

Compiled by the Regional Directors

WESTERN REGION

Alaska

The new Republican administration has completed its leadership changes in state government. The new Commissioner (department head) of Fish and Game retained Kelly Hepler as the director of the Sport Fish Division and appointed Wayne Regelin, previous director of the Division of Wildlife Conservation, as Assistant Commissioner for wildlife affairs. Wildlife's new Director is Matt Robus, former Deputy Director and a planner by background.

The two divisions are collaborating on the development of ADF&G's Comprehensive Wildlife Conservation Plan required by State Wildlife Grant funding, with our statewide planners providing technical assistance to the new Nongame Coordinator, who is heading up the planning effort.

The Department of Fish and Game, along with the rest of state government, is in the process of developing department- and division-level performance measures as part of a budgeting process established by the new administration. The process represents a positive step toward statewide performance management, but is sorely lacking in staff and public participation. We are optimistic that this represents a beginning that can be improved upon in the future.

Our regional planners continue to initiate new management planning projects with high levels of public involvement to address specific management situations and issues on a regional scale.

Idaho

There may be an advantage to receiving no general funds: There are none to cut! Nonetheless, the IDFG is being cautious with its finances.

In spring, our planning team coordinated seven all-day workshops to engage stakeholders in developing strategic goals for the IDFG. The workshops were a hit with both the participants and the employees who worked them. Similar workshops were held around the state to engage employees in developing goals for two strategic issues that directly affect them: workforce and infrastructure. The planning team is currently boiling down the hundreds of ideas gathered into the draft strategic plan.

Like many other states, we advertised for a zoologist/planner who will put together the Comprehensive Wildlife Conservation Plan. An impressive list of candidates applied, and an existing employee has accepted the position.

Nevada

The Nevada Department of Wildlife engaged in a Comprehensive Strategic Planning Program in 1995 that resulted in a Comprehensive Strategic Plan (1997) to guide the agency into the 21st century. This "new way of doing business" has exceeded our highest expectations in focusing the department and gaining both external and internal credibility, including a banner legislative session this year characterized by unprecedented support. But alas, the 1997 plan has run its course, so the department has embarked on the next phase, with the seating of a team of employees charged with

evaluating and revising the outdated plan. The aggressive effort will culminate in January 2004, when the department steps into the next round of the program and budget planning cycle with a spanking new plan to guide it.

Wyoming

Over the last several months, Wyoming's planning activities have been focused on using available human dimensions data and techniques to improve agency communications, public participation and legislative efforts. Specific activities have ranged from the development of political maps using legislative information and GIS technology, to exploring data mining techniques that could be applied to the disparate constituent databases maintained by the agency. Of particular importance, agency personnel are nearing completion of a project examining both internal efforts and the academic literature to develop a standardized methodology for the creation of citizen advisory committees. With the newly formed Communications Strategy Team and the expected arrival of a public information officer, it's hoped these developing tools will help agency personnel better identify and target specific audiences within Wyoming's larger public.

SOUTHEAST REGION

Tennessee

The federal auditors left in June after four months of reviewing our Federal Aid program. Hot topics included license certification, program income, and out-of-period

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Field Notes

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costs. We haven't received a final audit report yet, but it shouldn't be too painful.

The Tennessee Wildlife Resources Agency just signed a second 5-year contract with Central Bank/ALS for point-of-sale licenses. Our request for proposals generated interest from six companies, but only two actually submitted proposals. We have about 900 license agents; all are on-line and all can renew boat registrations, too. The contract also calls for Central Bank/ALS to continue providing telephone and Internet sales, and new modules that will allow commercial fish buyers and commercial mussel dealers to record transactions. (Wildlife trivia: Mussel shells are formed into small pellets that are shipped to Japan, where they are implanted into oysters to form the nucleus of a pearl. Eighty percent of mussel shell exports are from Tennessee.)

The Tennessee General Assembly, in a continuing desperate attempt to avoid a state income tax, has killed the wetland acquisition fund. The fund, from a fee on property transfers, was generating about \$6 million per year to buy and manage wetlands.

2003 Annual Conference

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connections, gave a presentation to the Sedona conference while sitting in her office in Massachusetts. Jessica sent her very insightful PowerPoint presentation to the conference, and we brought her voice in by telephone. We were literally walking the talk of virtual connections!

Other outstanding presentations were given by Scotty Johnson (Defenders of Wildlife), Joseph Anderson (Northern Arizona University), Tommy Shropshire (Dynamic Solutions Group), Tom Magnuson (USFWS), and a number of active OWP members. All of these presentations created an atmosphere of dynamic optimism about the opportunities of managing natural resources and fish and wildlife agencies across physical, ecological, economic, social, and political boundaries.

OWP conferences are more than just formal learning environments, however, and the 2003 conference was no exception. Lively discussions that lasted well into the night took place in the hospitality suite, where attendees talked about issues they faced in their home agencies, as well as

trends that affect all of fish and wildlife management. We took a delightful field trip to the Ft. Lowell Observatory in Flagstaff, where we viewed the red eye of Jupiter and the shadows of the moon.

We also took time to celebrate our inspirational leaders. The OWP Weikel Award, which recognizes outstanding contributions to fish and wildlife management, was given to Tommy Shropshire for his years of leadership in Mississippi and within the OWP.

As I drove back to Phoenix from Sedona, leaving the red rock canyons, driving through the rolling saguaro highlands, down into the desert flatlands of the Phoenix metropolis, I played back in my mind the many conversations and presentations I had heard at the conference. I was impressed with the possibilities of managing across boundaries. And I was inspired to get home to Minnesota with a renewed enthusiasm for the challenges of fish and wildlife management.

For a complete conference report, visit www.owpweb.org.

News and Notes and Noteworthy News

SURVEY INPUT

A subset of the IAFWA Working Group on the National Fishing, Hunting and Wildlife-Associated Recreation met recently in Port Angeles, Wash. The group had gathered to prepare recommendations for IAFWA regarding the selection of an entity to conduct the 2006 National Survey. The OWP was well-represented; half of those in attendance were OWP members. Thanks goes to Lynn Garrison (Ky.), Andrea Crews, (Okla.) and Dana Dolsen (Utah) for their participation.

2004 ANNUAL MEETING

It's never too early to start thinking about next year's Annual Meeting. The Ohio Department of Natural Resources is hosting the 2004 OWP Annual Meeting, which will take place at the Mohican Resort and Conference Center in Perrysville, Ohio, April 19-23. Verdie Abel, from the ODNR, is heading up the planning process with help from fellow staff members Phil King and Sue Demers. In addition to dynamic speakers, relevant agenda topics, and first-class facilities, meeting participants will be introduced to the land ethic of Ohio's

own Louis Bromfield, a Pulitzer Prize-winning author and one of America's foremost conservationists. A pilgrimage to Bromfield's Malabar Farm, now a state park, is planned. During the 1940s and 1950s, Malabar Farm became a national showcase for natural resource conservation practices. A tour of Ohio's rural Amish country will also be offered. More information on the 2004 meeting will be available on the OWP Web site (www.owpweb.org) as details are set. Meanwhile, visit the site to learn more about the Conference Center and hotel accommodations.