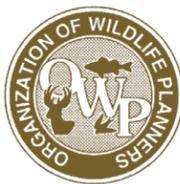


Inside This Issue:

- ◆ 2004 Annual Meeting
- ◆ New Chapter 4
- ◆ Regional Reports
- ◆ Project Updates
- ◆ IHEA Future Search Conference
- ◆ Retirement Wave Coming
- ◆ And more!

 PRINTED ON RECYCLED PAPER



C. Kolus
OWP Newsletter Editor
1440 Edora Rd. #20
Fort Collins, CO 80525

*Are you registered for the
2004 OWP Annual Meeting?
April 19-23
Perrysville, Ohio
Don't miss it!*

Management TRACKS

Spring 2004
Vol. 18 No. 1

News from the Organization of Wildlife Planners

Eight Conflict Resolution Skills for Natural Resources Professionals By Mike Fraidenburg

Natural resource professionals deal with no shortage of conflict, yet few professionals are explicitly trained to constructively manage this part of their work environment. Professionals are usually involved early in a conflict over the public's natural resources. Frequently, these early stages are high-leverage opportunities to play the constructive role of conflict resolver. To do so, the professional needs an ability to diagnose conflict and then apply intervention skills. Eight diagnosis skills can help you think in more creative ways about what might be going on in a conflict, and a few conflict management principles can help you improve your intuition about intervening if things start falling apart.

1. Redefine conflict. Challenge your general perceptions about conflict to be open to the possibility of positive consequences.

2. Suspend judgment. Don't jump to conclusions about a specific conflict, so you can seek to understand the underlying basis for it.

3. Understand conflict behavior. Challenge your own typical approach to managing conflict, and use the best style—perhaps from the behaviors or styles of others involved—to respond to a specific conflict situation. Generally, seek to collaborate to maximize opportunities for successful and lasting outcomes.

4. Understand conflict reactions. Effectively diagnosing and responding to the cycle of anger often involved in conflict can improve the reasoning ability of yourself and others.

5. Analyze power dynamics. Fostering a reasonable balance of power among parties in a dispute will help ensure that individuals' interests are fairly

represented in resolving a conflict and thereby increase the likely durability of its resolution.

6. Distinguish between issues and interests. Recognizing the difference between surface issues in a conflict and the underlying needs and values (interests) that generate the issues (conflict) is essential to finding lasting solutions that meet higher needs and values of those involved. In my workshops, participants say that learning about how to work with issues and interests is their most valuable take-home lesson.

7. Define the specific sources of conflict. This will help you and others involved see the conflict in common terms—terms that may not have been seen or considered before and thus will help you find the key(s) to unlock possible solutions. (Remember, you can do

Continued on page 4

It's just around the corner...

The 2004 OWP Annual Meeting
"Building a Conservation Coalition"
April 19 - 23
Perrysville, OH

Deadline for registration (without penalty): March 26
Deadline for room reservations at Mohican State Park Resort: March 19
For all the details, visit www.owpweb.org.

Hosted by the Ohio Department of Natural Resources

In This Issue

The Prez Sez	2
New Chapter 4	3
Retirement Wave	3
Performance Measures Course	3
IAFWA Project Update	4
Social Science Projects	5
Field Notes	6
MAT Update	7



2003-04 Officers and Directors

President

Michele Beucler
Idaho Department of Fish & Game
(208) 334-3180
mbeucler@idfg.state.id.us

President-Elect

Shaun Keeler
New York Department
of Environmental Conservation
(518) 402-8924
sxkeeler@gw.dec.state.ny.us

Treasurer

Michael Vanderford
U.S. Fish & Wildlife Service, R-3
(612) 713-5148
michael_vanderford@fws.gov

Secretary

Verdie Abel
Ohio Division of Wildlife
(614) 265-7020
verdie.abel@dnr.state.oh.us

Executive Committee

Michele Beucler – ID
Shaun Keeler – NY
Michael Vanderford – USFWS, R-3
Margo Matthews – AK
Tom Wiggins – VT
Verdie Abel – OH

Regional Directors

Northeast
Sandy Ritchie – ME (207) 287-5265
Michael Lapisky – RI (401) 277-3075
Southeast
Barry Summers – TN (615) 781-6599
Lynn Garrison – KY (502) 564-3400
Midwest
Larry Gigliotti – SD (605) 773-4231
West
Chris Burkett – WY (307) 777-4510
Dana Dolsen – UT (801) 538-4790

Newsletter Production and Editing

Cheryl Kolus, Editor
(970) 221-2823
ckolus@juno.com

Juliette Wilson, OWP Contact
(970) 226-9303
juliette_wilson@comcast.net

The Prez Sez...

A few words from our president



For the past two years, a team of 20 coworkers has been developing a strategic plan for our agency. We were determined to do this as a group, and we frequently held long and laborious meetings. Our planning team joked about activity codes that we needed to add to our new cost-accounting system to reflect our not-so-productive moments:

- Getting wrapped around the axle
- Reinventing the wheel
- Riding a dead horse

Our facetious “activity codes” helped us make the distinction between activity and progress, and after a good chuckle we could get back on track. It also spurred me to put the following tagline on my E-mail: *If you’re riding a dead horse...dismount!*

Although ancient wisdom says dismounting the dead horse is the best strategy, a fellow planner recently suggested other commonly used strategies:

- Hire a contractor to ride the dead horse.
- Change riders.
- Perform a productivity study to see if lighter riders improve the dead horse’s performance.
- Rewrite the expected performance requirements for all horses.
- Develop a strategic plan for the management of dead horses.

Although I try not to foster cynicism, I found that list quite funny. Actually, I’ve kept it handy because it reminds me to do a quick personal performance check. Thankfully, I have outspoken friends, family and coworkers who remind me that I am riding a dead horse when I forget to check myself. Although it’s usually difficult to hear that I’ve been doing the same ineffective thing over and over, I know that it’s coming from a place of good intention—to make room for bigger and better things.

Measuring progress towards an objective has always been part of planning. But there seems to be new energy behind it. While at the IAFWA Annual Meeting in Madison, I heard comments such as, “Can we detect changes from our efforts?” and “Are we moving the needle?”

Meanwhile, in walks a horse of a different color: the Comprehensive Wildlife Conservation Strategy (CWCS). New programs will be developed. New staff will be hired. New relationships and partnerships will be forged. And how will these new conservation partners detect changes resulting from their efforts? Ah, yes, the CWCS *requires* performance measures.

To help channel this new energy, OWP is developing a training course on measuring program performance (see page 3). The 8-hour course was designed with CWCS in mind, delving deeper into performance measures than other OWP courses. It will debut on April 19 at OWP’s Annual Meeting.

In this day and age of greater accountability and of partnering for conservation, let us consider ways to acknowledge and dismount our dead horses so we can move on—collectively—to bigger and better things. We all are so incredibly busy doing our activities that we often forget to pull back the reins and take stock of our progress. Do a personal performance check. Help your agency check its performance. Then you won’t need activity codes for getting wrapped around the axle, reinventing the wheel, or riding a dead horse.

See you in Ohio!

—Michele

Field Notes

Continued from page 6

nificantly change the way the WGFD does business.

Our second effort involves sage grouse planning. As some may be aware, Wyoming will be enlisting the assistance of local working groups in our efforts to keep the greater sage grouse off the endangered species list. Although the groups have yet to be convened, the Strategic Management section is quite busy helping find trained facilitators and assisting in the development of introductory materials that will be provided to the working group members. On an interesting note, the WGFD will be presenting the seminar, “Transforming Blame and Mistrust” to each of the local working groups during their introductory meeting. For those not familiar with this program, it was a featured presentation at the OWP meeting in Seward, Alaska.

Finally, the WGFD is about to embark on another legislative effort to obtain a supplemental state funding source. As mineral development continues across the state, many residents, nonprofit organizations, and legislators are beginning to recognize the serious issues facing Wyoming’s wildlife resources and the state’s second largest industry, tourism. Wish us luck.

MIDWEST REGION

South Dakota

South Dakota Game, Fish and Parks has finally started on its Comprehensive Wildlife Conservation Plan (CWCP) by hiring Ecosystem Management Research. We plan to redo our Division’s strategic plan at the same time, and we will be attempting to use an ecosystem management

framework. We really don’t know what that will mean or look like, so tune in next year to hear about all the frustrating hurtles, obstacles, and successes and failures we’re sure to experience. At least the coming year will be exciting. We’re optimistic that developing the CWCP will lead to a greater focus on non-game species by wildlife agencies.

SOUTHEAST REGION

Tennessee

The Tennessee Wildlife Resources Agency just received a final federal audit report. Some of it we disagree with; some things they nailed us on. Overall, it’s not too bad and indicates that our Comprehensive Management System is working: documenting expenditures well, assigning costs to the correct grants, and requesting reimbursements in a timely manner.

In our wildlife division, we think the quail population, whose decline over the past 20 years has been well documented, is finally increasing somewhat. In the “too successful” category, we’re wrestling with how to deal with urban deer and, in some places, an overpopulation of resident giant Canada geese. Paddlefish regulation continues to be a hot topic in the fisheries division. (Paddlefish roe is sold as caviar.) And in the enforcement division, we’re reviewing regulations for deer hunting in the area where we began releasing elk three years ago. This is Tennessee’s first attempt at restoring elk to the state, and some hunters apparently cannot distinguish an 800-pound elk from a 100-pound deer. Hunter error and having to halt the importation of elk due to concerns about chronic wasting disease are slowing down our restoration program.

The solution to all of the above is, obviously, more and better *planning*.

MAT Setting Course for the Future

The Management Assistance Team is currently developing a strategic plan to better meet state needs. An advisory committee of state directors is being established to help advise MAT on such issues as future needs for MAT services, future positioning, and funding strategies. If you would like to contribute to MAT’s strategic planning, please contact us at (304) 876-7988.

MAT also has a new mailing address (no, we haven’t moved) and new e-mail addresses, as indicated below. Phone numbers remain the same.

MAT has had a wonderful and busy year in 2003 and looks forward to a great year in 2004. If anyone in OWP needs MAT help, please call us and we will do our best to provide assistance at no cost to you!

Management Assistance Team
698 Conservation Way
Shepherdstown, WV 25443

Dwight Guynn:
dwightg@matteam.org
Sally Angus-Guynn:
sallyg@matteam.org
Jacob Faibisch:
Jacobf@matteam.org
Heather Cline:
heatherc@matteam.org
Savannah Zoeller:
savannahz@matteam.org

OWP Members:

Don’t miss your chance to vote for a new president-elect. See insert for voting guidelines and candidate biographies.

Oops!

In the fall 2003 issue of *Management Tracks*, we erroneously reported that the U.S. Fish and Wildlife Service staff member who spoke about ethics, honesty and openness at the 2003 OWP Annual Meeting was Jim Faast. The correct name is Tony Faast. We apologize to Mr. Faast and our readers.



Field Notes

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

Compiled by the Regional Directors

WESTERN REGION

Alaska

Working on the Comprehensive Wildlife Conservation Plan has consumed much of our planning energy in recent months. We've been identifying partners in state and federal agencies as well as in nongovernmental organizations. The Alaska Department of Fish and Game has also been developing criteria for selecting our conservation targets, which will consist of species and groups of species. It seems that things are always unique in Alaska, and that is certainly true once again. We have more territory to cover and less information available. We are also blessed with relatively intact ecosystems, which is likely to affect our approach. Presently, we have no state-wide habitat inventory or GAP analysis, but we continue to plod along despite these challenges. Our developing partnerships are probably the strongest aspect of our effort.

We continue to provide planning services to other public involvement and human dimensions projects. Planners have been involved in several regional resource issues, some public attitude survey work, and leadership development efforts through mentoring, training and other career development opportunities. Two ADF&G planners are taking advantage of department support as they pursue their doctoral degrees.

Arizona

The Arizona Game and Fish Department is about to finalize a more streamlined approach to its cyclical planning processes, reducing what had been a several-tiered model down to a 3-tiered model (Strategic, Operational, and

Implementation). The final draft is to be completed this spring.

The department is also hiring a limited (short-term employee that receives benefits) planner to coordinate and write the Comprehensive Wildlife Conservation Strategy plan. Planner Sherry Crouch traveled to Washington, D.C. in December to help finalize the ever-present draft Chapter 4 of the Federal Assistance Handbook (see page 3). Much progress was made, but the joint meeting with the Washington Office staff was long overdue.

Utah

The Utah Division of Wildlife Resources continues to network with its state, federal, and nongovernmental organization partners in a wildlife habitat initiative effort. Our intent is to spearhead a restoration of rangeland and riparian area health to (1) retain or restore the condition and functionality of both sagebrush steppe and riparian area habitat, (2) foster long-term sustainability of wildlife species in need of conservation, and (3) sustain economic livelihoods dependent upon them. At the same time, the Division now has a Wildlife Board-approved list of state-designated species of concern as developed by the Division and recommended by a special Utah Department of Natural Resources Species of Concern Advisory Committee. Both of these efforts play heavily into how we develop our Comprehensive Wildlife Conservation Strategy, which is progressing slowly but steadily.

Two WAFWA Human Dimensions (HD) Survey Projects—Wildlife Val-

ues in the West and Elk and Deer Hunters Response to Chronic Wasting Disease—have kept Dana Dolsen busy with other western state HD specialists (many are OWP representatives, too). A successful contractual pre- and post-test survey evaluation of a recently completed Occasional Angler Marketing Campaign has just been completed by Utah State University, and an Aquatics Section strategic social marketing plan for the future is forthcoming.

Our Leadership Team has scheduled a retreat in March to review its progress and determine its relative effectiveness since redoing its charter about three years ago. Recent enhancements in activity coding have enabled some work to qualify as eligible to claim a Federal Assistance match, which has freed up license dollars for higher priority projects.

Wyoming

Planning personnel at the Wyoming Game and Fish Department have shifted into high gear on three distinct fronts. Perhaps most important is the development of our Comprehensive Wildlife Conservation Strategy (CWCS). After a relatively slow start during the holiday season, things are really beginning to move. Data is flowing in and being compiled, contacts are being made, and documents and maps are being drafted. The deeper we get into the process, the more exciting and interesting it's becoming. The potential exists that the CWCS could unify many of our disparate efforts and sig-

State-Federal Team Hammer Out New Chapter 4

By Barry Sumners

A team of state and federal fish and wildlife agency staff met in December 2003 in Arlington, Va., to hammer out the last issues surrounding what is commonly called "Chapter 4." The subject is the U.S. Fish and Wildlife Service's (FWS) manual chapter that provides guidance to its staff on the "option" to use grants to implement State Comprehensive Management Systems (CMS). The grants are described in the acts creating the Federal Assistance (FA) for State Wildlife and Sport Fish Restoration grants.

The team has been working on the revision of the FWS Manual chapter since the spring of 1999. Team mem-

bers currently include: Verlyn Ebert, FWS-FA, Pacific Region; Sherry Crouch, Arizona Game and Fish Department; Carlotta Ortiz, FWS-FA, Southwest Region; Phil King, Ohio Division of Wildlife; Brad Johnson, FWS-FA, North Central Region; Barry Sumners, Tennessee Wildlife Resources Agency; Kathy Frank, Wyoming Game and Fish Department; and Jacqueline Richy, FWS-FA, Denver Region.

The team met with staff from the FA Washington Office to make one last effort to address its concerns about the 11th draft of the Chapter 4 revision. Clint Riley, special assistant

to the FWS director, joined the meeting on the second day to ensure the group that the Service would issue the product of the meeting as the new FWS Manual chapter on administering CMS grants. Riley said the Service would issue the new chapter early in 2004, in the form agreed to by the team and the FWS staff at the end of the 2-day meeting.

Team chair Brad Johnson is scheduled to retire in early spring. What a great retirement gift it would be for Brad to see the new chapter finally emerge before he heads off to Lake Woebegone.

Retirement Wave To Hit Federal Aid Division

By Barry Sumners

A wave of retirements is due to hit the U.S. Fish and Wildlife Service's (FWS) Division of Federal Assistance (FA) this year. By June, four of the current seven FA regional chiefs, as well as two key FA staff in the Washington Office (WO), have indicated that they will retire. The likely list includes: Don Friberg, Region 1 (Pacific) FA Chief; Brad Johnson, Region 3 (North Central) FA Chief; Bob Cooke, Region 4 (Southeast) FA Chief; Bob Sousa, Region 5 (Northeast) FA Chief; Bill Conlin, FA-WO Branch of Information Management; and Gary Reinitz, FA-WO Branch of Grant Operations and Policy.

When you add the long-pending appointment of a newly created FWS assistant director for Federal Assistance, the face of the Service's FA programs will change greatly this year.

The Service's Division of Federal Assistance administers the major

fish and wildlife federal grants to state fish and wildlife agencies, including the:

- Federal Assistance Program for State Wildlife and Fish Restoration (i.e., P-R and D-J, or P-R and W-B, or WR and SFR grants)
- State Wildlife Grants (SWG)
- Landowner Incentives Program (LIP)
- Section 6 Endangered Species Grants (Section 6)
- Clean Vessel Act Grants Program (CVA)
- Boating Infrastructure Grants Program (BIG)

The Division also administers the Comprehensive Management System (CMS) option grants for states to administer their CMS using their WR and SFR grants. A revision of the Service Manual dealing with this option is due to be issued in the spring of 2004 (see article above).

Performance Measures Course Offered at Annual Meeting

By Steve McMullin

At the 2003 OWP Annual Meeting, the Education Committee set a goal of developing a new training course to be offered for the first time at the 2004 Annual Meeting in Ohio. OWP members identified evaluation and performance measurement as one of the topics of training most useful to agencies. Thus, in December, committee chair Steve McMullin met with Rob Brooks (MT), Laura Preus (MN) and Sally Guynn (MAT) for two days at MAT's office in West Virginia, where they designed a course addressing that topic. Sally and MAT made the meeting possible by supporting travel expenses for Rob and Laura, as well as providing the meeting facility. The 8-hour course, tentatively titled either "Success through Results: Measuring Program Performance" or "Measuring Program Performance: Results-driven Management" will be offered April 19 prior to the Annual Meeting. It will address approaches to evaluation and performance measurement and case studies of how several fish and wildlife agencies have evaluated program and agency performance.

Continued on page 7

IAFWA Vital Statistics Project Update

By Dana Dolsen

In discussions with past OWP president Margo Matthews and current president Michele Beucler, IAFWA executive director John Baughman requested OWP's assistance in pulling together an annual vital statistics report for the states. No data warehouse currently exists compiling facts, figures and statistics on who and what state fish and wildlife agencies are and do (i.e., authorities, inputs, outputs or outcomes). Such a database could be referenced when questions are asked about a state agency. Since Margo had done an exhaustive study of state agencies while on an IPA with the Management Assistance Team, we suggested that IAFWA consider that as the starting point and contrast it with the OWP Agency Profile that we've done in the past.

Accordingly, Consulting Services Committee chair Dana Dolsen called upon a group of OWP experts including Margo, Mark Burch, Joe Starinchak and Bill Romberg to review a draft of the survey instrument variables assembled by IAFWA's Len Singel, Automated Wildlife Data System Coordinator, under the guidance of Eric Schwaab, resource director. Dana shared our insights and suggestions with IAFWA, and we are awaiting their response to determine the next steps. It's apparent through some intense discussions that many of the facts and figures we collected are not the same as those now desired by IAFWA. We've committed to assist by contacting all states to initiate the data collection and delivering the initial responses to IAFWA, should there not be a method for entering the data online through IAFWA's Web site.

Spotlight on the

Communications Committee

The Communications Committee met in Sedona, Ariz., at the 25th OWP Annual Meeting, where we also sponsored an informal Cracker Barrel session to seek input to help determine the committee's goal(s), objective(s) and performance measures. In addition, we asked members to assess both the importance and the performance of a variety of communication tools. Participants ranked each tool's importance on a scale of 1 to 10 and also ranked the current level of performance.

For a gross analysis, we divided the plotted averages into four quadrants. All tools ended up in the high importance/high performance quadrant, implying that, according to the feedback, we're not using important tools poorly or less important tools well, which would suggest inefficiency.

A closer look indicates that the annual meeting is ranked as our most important communication tool and that we do an excellent job with it. Our performance ratings for annual meeting proceedings and newsletters are just slightly higher than their importance ratings, indicating that we're probably right on track with these tools. While the performance ratings lagged behind the importance ratings for the rest of the tools, the gaps aren't that large. The tools that we should probably concentrate on most are the Web site and training. Keep in mind that this is open to interpretation. Were people rating the performance of the training itself or its performance as a communication tool? Also, much work has been done in both of these areas since this data was collected.

It's important to put this preliminary analysis into context. We still need more feedback. Have we identified the correct communication tools? Can or should we develop performance measures around this list of tools? What will these look like? With member input, a periodic assessment like this can prove useful to our committee in the future. To learn what we've determined to be our goal and our objectives, or if you have comments or suggestions, please contact Arlen Harmoning at (701) 328-6329 or aharmoni@state.nd.us.

Conflict Resolution Skills

Continued from page 1

this best once you've suspended judgment.)

8. Search to understand values.

When parties' apparent positions collide, finding higher common values can avert "good-person" versus "bad-person" value judgments and help those involved prioritize the values that are most important for them to maintain or secure in potential resolutions.

As a conflict resolver, you try to empower everyone with as large a range of options as possible. The goal is to move the communication from a one-dimensional, right-versus-wrong debate to a dialogue that identifies and considers multiple reasons for agreeing to a course of action. It's all about shifting the discussion from "me-against-you" to "us-against-the-problem."

Diagnosing the real problem is often the hardest part. Now you have eight skills to help. Conflict resolution skills can improve your chance for mission success. Begin taking advantage of it today.

Social Science Project Updates

WAFWA Wildlife Values in the West Survey Project

All 19 WAFWA states and one province (Alberta) are participating in this project, initiated by WAFWA's Human Dimensions Committee, supported by WAFWA directors, and funded through the 2003 IAFWA Multi-state Conservation Grant Program. Each state or province has appointed a representative to the working group.

The survey, which will be mailed to all residents of each state and province, has two parts: a regional portion and a state/province-specific section. All questions on the survey are still in the development and review stage. Preliminary results are scheduled to be available to participating states/provinces prior to WAFWA's 2005 mid-winter meeting.

2006 National Survey of Fishing, Hunting and Associated Recreation

In September 2003, at IAFWA's Annual Meeting, the state directors selected and approved IAFWA's priority list of projects for the 2004 Multi-state Conservation Grant Program, which included a couple proposals regarding the 2006 National Survey of Fishing,

For more details on any of these projects, visit www.owpweb.org.

Hunting, and Wildlife-Associated Recreation.

The state directors selected the USFWS Option 6 proposal, outlining a 68% response rate based on active hunters, and the USFWS project coordination proposal for a national survey with state-level data. However, the directors only approved funding the project coordination proposal for two years (2004 and 2005), since the earliest these expenses can be calculated into the USFWS budget is 2006, according to Director Steve Williams.

The 2006 Survey state committee members will meet four times this year at locations around the country. Information will be provided on the scope and methodology for the survey, as recommended by the state directors. The committee members will recommend specific information needed by their state agencies, identify information not needed, and suggest improvements in the survey products and reporting.

IHEA Future Search Conference

By Eric Nuse, IHEA Executive Vice President

The International Hunter Education Association (IHEA) is teaming up OWP's Teri Arnold (Alaska) and high engagement facilitation pioneer Gil Steil to run a Future Search Conference in March. The primary purpose of the conference is to develop a strategic plan for IHEA. The association has recognized that it needs a comprehensive plan, but several efforts have fallen short. Eric Nuse was recently hired as executive vice president. One of the reasons he was hired was because of his planning experience, having trained

with the Vermont Department of Fish and Wildlife and with OWP.

The conference process will result in a shared understanding of all the issues faced by the association and its member agencies, create a vision for the future of hunter education that everyone present can enthusiastically support, and decide on strategies and first implementation steps for moving ahead. For more information on the specific techniques, go to www.futuresearch.net.

About 65 participants will attend the 2½ day event in Estes Park, Colo. They were chosen to represent a cross sec-

ISSRM: Past and Future

The International Symposia on Society and Resource Management (ISSRM) announces its "Past and Future" symposium to be held at Keystone Resort, Colo., June 2-6, 2004. The symposium will focus on the human dimensions of natural resources topics of international relevance. Topics will be particularly useful for natural resource policy makers and managers; researchers, academics, and students; and leaders of natural resource policy in the nonprofit and private sectors. For conference details, visit www.cnr.colostate.edu/2004ISSRM/index.html.

Responsive Management Study in the Northeast

Responsive Management is conducting a major study for the Northeast Conservation Information and Education Association on public opinion of fish and wildlife management issues and the reputation and credibility of fish and wildlife agencies in the Northeast U.S. Results will be presented at two May workshops. A similar study also will be conducted in the Southeast U.S. For more information on either study, call Mark Damian Duda at (540) 432-1888 or e-mail him at mark@responsivemanagement.com.