

The cover features a split background. The top-left portion is a light green panel with a faint image of bare tree branches. The top-right portion is a light blue panel with a faint image of a cloudy sky. The bottom-left portion is a light blue panel with a faint image of a snowy landscape. The bottom-right portion is a light green panel with a faint image of a grassy field. A white rectangular area is positioned in the upper-middle section, partially overlapping the green and blue panels.

The **Management  
Assistance  
Team**

of the International Association of Fish and Wildlife Agencies

**2004 Annual Report**



# 2004: MAT's Service and Perspective

The year 2004 culminated with many highlights and accomplishments for the Management Assistance Team (MAT). We continue to serve our clients by delivering workshops across the country. Our consulting services are widely used by state fish and wildlife agencies. Because MAT is funded by a Multi-State Conservation Grant, it is critical that we meet the basic grant requirement of serving at least half of the states or a regional association of fish and wildlife agencies within a year.

MAT was called on to assist with a number of national initiatives with far-reaching impact. We helped facilitate national meetings such as the National Fish Habitat Initiative; we served as working group members for The National Conservation Education Summit; and we worked on five other national scope projects (see page 9).

We also served the Western Association of Fish and Wildlife Agencies (WAFWA) by providing two workshops targeting senior management, commissioners, and board members at the WAFWA Annual Meeting in Sun Valley, ID. We also served 11 additional states by facilitating the Eastern Brook Trout initiative meeting at the National Conservation Training Center (NCTC).

MAT project leaders traveled to 12 states to deliver a total of 19 workshops in 2004. Approximately 910 attendees spent 1,888 training days in MAT workshops. If these individuals were to take similar courses through private sector training firms, states might expect to pay \$200-\$500 per person / per day for training, and they would not receive the level of course focus that draws on the unique

nature of fish and wildlife agencies. Page 9 shows the estimated cost for an equivalent number of training days provided by a commercial provider. In comparison MAT is delivering a cost advantage of more than three and a half to one for training services.

In order to deliver these uniquely tailored workshops we must first create the training content to meet the states' needs. In 2004 we developed four new workshops (see page 9).

Our consulting services are also widely used by states. In 2004 we provided 63 consultations to 13 states, many on site. Our consulting efforts range from one-hour phone calls to extensive program reviews. Consulting services also deliver terrific cost benefits to states. MAT spent 5,780 hours consulting states, regional fish and wildlife associations, and IAFWA with total expenditures of \$190,384.11 dollars. Compared to commercial consulting exceeding \$100/hour, MAT services offer a cost benefit of 3:1 to the state fish and wildlife agencies.

In 2004 MAT conducted a review of Maine Inland Fisheries and Wildlife for a cost of \$27,810 for subcontractors who assisted MAT. Comparable bids from private vendors were \$70,000 or more (a savings of approximately \$42,000 for Maine). In addition, MAT completed a review of the MA Office of Law Enforcement for a cost to MA of \$13,111 for subcontractors who assisted MAT. Costs for the same services from a private vendor would have exceeded \$65,000. This represents another savings of at least \$51,899. Total savings for the review services that MAT provided are approximately \$93,899.

## BY THE NUMBERS

3

Agency Reviews

4

New Workshops Developed

8

National Scope Projects

63

Consultations

910

Workshop Participants

1,888

Training Days

# New Grant, New Development

The advent of 2005 marks a significant shift in direction and priorities for the Management Assistance Team (MAT). While our mission, “Better conservation through better managed fish and wildlife agencies,” has not changed, the IAFWA Executive Committee has refocused MAT to address the states’ leadership development needs.

Results of a study entitled “*Demographics of Retirement and Professional Development Needs of State Fisheries and Wildlife Agency Employees*” were presented by Dr. Steve McMullen, VA Tech, to the IAFWA Education, Outreach, and Diversity Committee at the 2004 IAFWA Annual Meeting. Among the most startling statistics reported is that within 10 years an expected 77% of senior leaders will retire from state fish and wildlife agencies. Many agencies expect significant turnover to happen rapidly. They recognize the imperative to begin now to train personnel and prepare them to take the leadership reins.

MAT was asked by the IAFWA National Grants Committee to amend their 2005 grant to a focus on states’ leadership development needs. An IAFWA Leadership and Professional Development Committee was formed (see article [this page](#)). MAT was asked to develop strategies and an approach to help states prepare their future leaders (see article on [p. 7](#)).

In February 2005 MAT conducted a telephone survey of all top state fish and wildlife agency administrators. The needs assessment results will be incorporated into a draft approach for leadership development which MAT will present to the Leadership Committee at the 2005 North American Wildlife and Natural Resources Conference.

A focus on leadership development is a timely and critical development for MAT and the states we serve. We look forward to our new direction and the challenges it brings.

# The Leadership and Professional Development Committee

At the 2004 IAFWA Annual Meeting, the directors formed *The Leadership and Professional Development Committee*. Ken Haddad (FL) was appointed Chair of the committee, and Curtis Taylor (WV) was appointed Vice Chair. The committee members were selected from agency directors and human resource professionals from several fish and wildlife agencies. Members are Ron Fox (TN), Doug Hansen (SD), Paul Hansen (Izaak Walton), Rick Lemon (USFWS), Jim Lopp (TX), Bruce McCloskey (CO), Martin McHugh (NJ), Corky Pugh (AL), Ron Regan (VT), and Jeff Vonk (IA).

The committee was charged to develop a leadership initiative to help member fish and wildlife agencies address the anticipated loss of agency leadership over the next 10 years. Among the committee’s first actions will be an outline and model for a leadership development initiative spearheaded by MAT (see Article: [IAFWA’s Leadership Development Initiative, page 7](#)).



## FWS Partnership

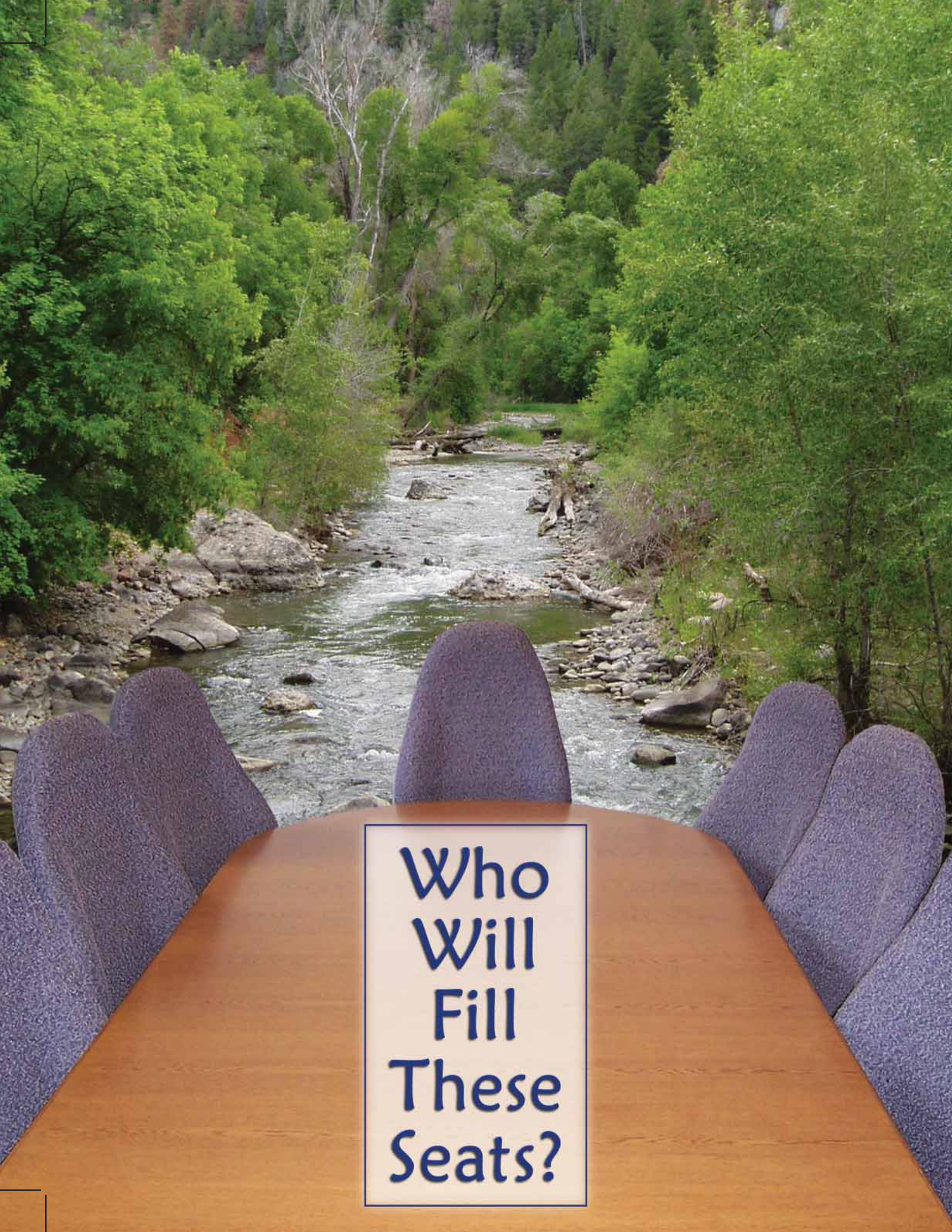
The U. S. Fish and Wildlife Service (USFWS) is partnering with the International Association of Fish and Wildlife Agencies (IAFWA) by supporting a position on the Management Assistance Team (MAT Team). Dr. Dwight Guynn has been a USFWS employee on an Inter-agency Personnel Assignment (IPA) to the MAT Team for the past four years. The multi-state conservation grant that funds the MAT Team had covered travel, salary, and all costs of that position up until January of 2005. USFWS Director, Steve Williams, officially assigned Dr. Guynn to a position at NCTC on January 1, 2005, where Dwight's responsibilities are specifically to work with MAT in the capacity he formerly had while on the IPA. The result is that now Dr. Guynn's salary and benefits will be paid by the USFWS and not charged against the IAFWA multi-state grant.

The USFWS partnering with IAFWA in this new way will decrease MAT costs to the Multi-State Conservation Grant program and allow the savings in grant funds to be used by the states for other purposes. The USFWS places a high priority on state and Service relationships and is pleased to create this new opportunity for working together. Part of the agreement between the USFWS and the IAFWA is that in recognition of this partnership state agencies will make several openings available whenever possible in MAT workshops conducted for those states. In addition, MAT will provide leadership in the development of a National Leadership Institute. The move by the USFWS to partner with the IAFWA regarding a position at MAT is truly a win-win for all parties involved.

## A NEW FACE AT MAT

MAT recently welcomed a new staff member to the team. Gina Main joined MAT in January as Production Coordinator. Gina, who has a BFA in Communication Arts and Design from VCU, brings a unique blend of graphic design and marketing skills to the team. Her background includes working in a variety of environments including non-profit, government and education. Gina has worked as a multimedia developer, graphic designer, web designer, marketing coordinator and software instructor.





**Who  
Will  
Fill  
These  
Seats?**



# IAFWA's Leadership Development Initiative

Fish and wildlife agencies face a future leadership crisis. Last year, MAT and the IAFWA began work on a comprehensive solution to help states prepare for the leadership void which many are already facing. On the drawing board now is a leadership development initiative. The schematic of this Initiative features a parallel-pathway programmatic approach providing a program model and tools for states' use, the other pathway more a type of "war college," or Leadership Institute, for selected candidates targeted for upper leadership positions. When finalized, the Leadership Development Initiative will be comprehensive, including more than training and workshops. The Initiative will include selection, individual assessment, content, delivery methods, evaluation processes, internships, virtual webinars and more. MAT will offer consulting to help states assess and revamp their programs.

The second pathway is referred to as the National Conservation Leadership Development Institute. Envisioned is an annual class of 30-35 participants, the "best of the best," selected primarily from state fish and wildlife agencies, but also including some participants from the Fish and Wildlife Service and



other conservation organization partners. The participants will learn from stellar speakers and world-class leaders. They will become part of a rich and vital network of professionals, a key to future effectiveness. Participants will work in teams on real-world issues facing conservation and their organizations, applying their classroom learning. A working group is busy now obtaining funding to help subsidize this elite program.

When finished, the Leadership Development Initiative will be a template program to help states in planning and implementing their leadership development programs. A

goal is to fashion the model so that it can be used in its entirety, or any of its sub-components can be easily "cut and pasted" to supplement existing state programs. The Management Assistance Team, with its new focus on leadership development, has been working over the last several months to identify needs and preferences of all the state fish and wildlife directors while researching university, corporate, and other leadership development program models. Simultaneously work has begun to identify speakers who will inspire and leave a lasting imprint on our next generation of leaders.

# 2004 MAT SERVICE TO STATES



## LEGEND

- Received Consulting Services
- Staff Attended Eastern Brook Trout Initiative Meeting
- Workshop Conducted in State
- Staff Attended MAT Workshop
- Program / Agency Review



## CONSULTING 2004

### 63 Consultations in 2004

- 13 States received individual consulting services
- 5 Consulting projects benefited all states
- 1 Consulting project benefited multiple states\*
- 2 Consulting projects served states and closely affiliated organizations\*\*

### Agency and Program Reviews

<b>Maine</b>	Agency review
<b>Massachusetts</b>	Review of MA Office of Law Enforcement
<b>New Mexico</b>	Scoping review of fisheries division

### National and Multi-State Projects

- USA** As members of the National Conservation Education Summit Working Group, helped lead planning and coordination.
- USA** Facilitated at National Fish Habitat Meeting
- USA** Chaired Education, Diversity, and Outreach Working Group; active participation on full IAFWA Education Committee projects
- USA** Coordinated Bird Monitoring facilitation
- USA** Reviewed Education Grants for IAFWA EOD Committee

#### \*Multi-State

Facilitated Eastern Brook Trout Initiative meeting at NCTC – states attending: GA, MA, MD, NC, NH, NY, SC, TN, VA, VT, WV

#### \*\*States and Closely Affiliated Organizations

**Organization of Wildlife Planners**  
Co-developed “Performance Measures” workshop for OWP

#### National LE Chiefs

Consulted Conservation Law Enforcement chiefs at their annual meeting

## TRAINING 2004

### 19 Workshops Delivered in 2004

- Number of states served directly: 12
- Regional Associations served: WAFWA (2 workshops)
- Approximate participants: 910
- Total number of training days received: 1,888

### New Workshops Developed

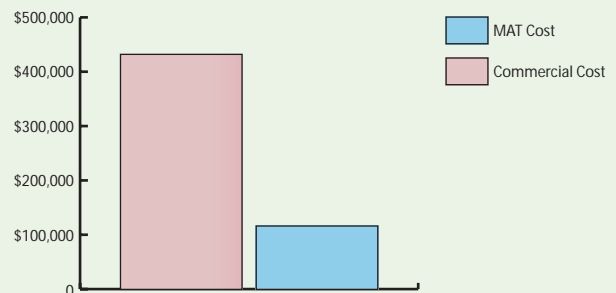
#### Conflict Resolution

#### Introduction to Marketing

#### Three Keys to Success for Commission and Boards

**Can You Hear Me Now?** – an introduction to public relations for agency leadership

### Cost Benefit of MAT Workshops



Commercial cost of workshops = \$431,700

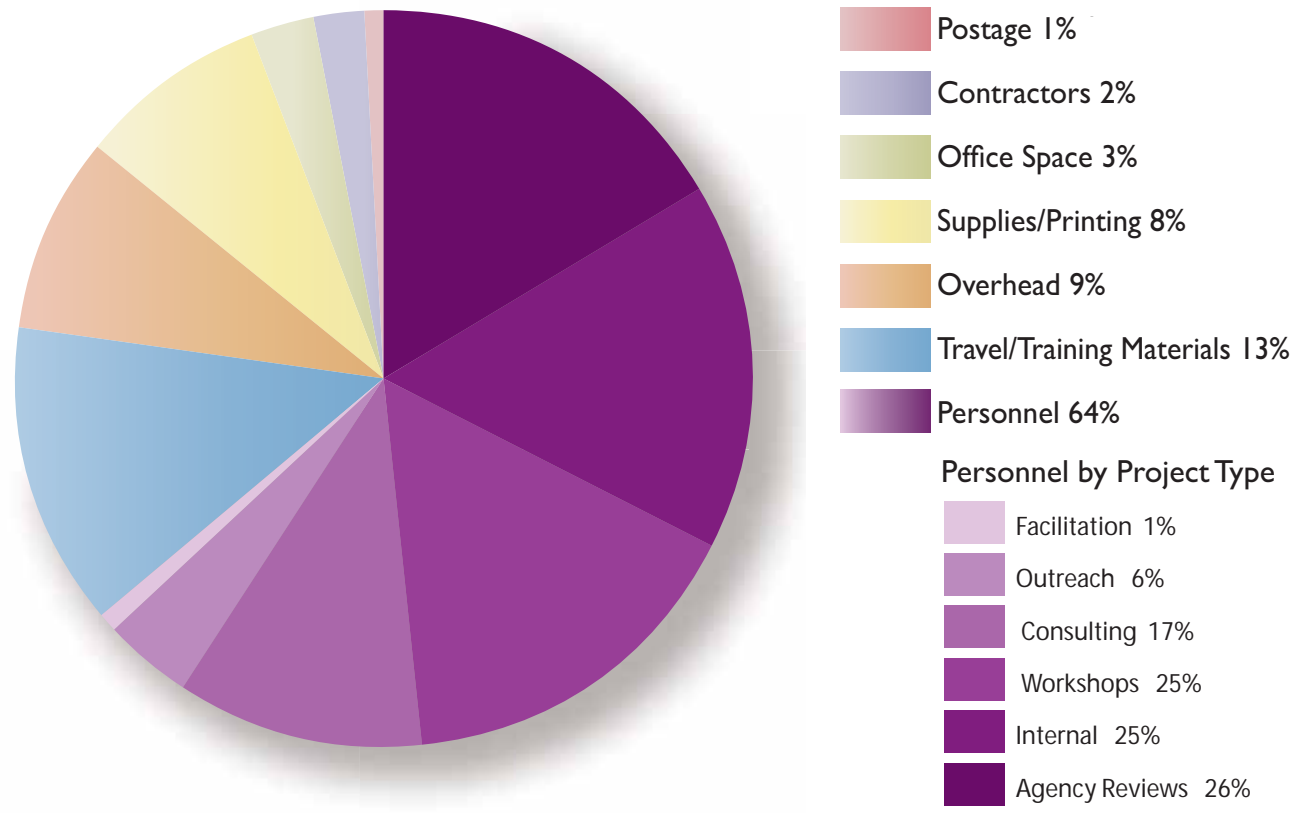
MAT's internal cost of workshops = \$117,240

Return on investment = 3.6 to 1

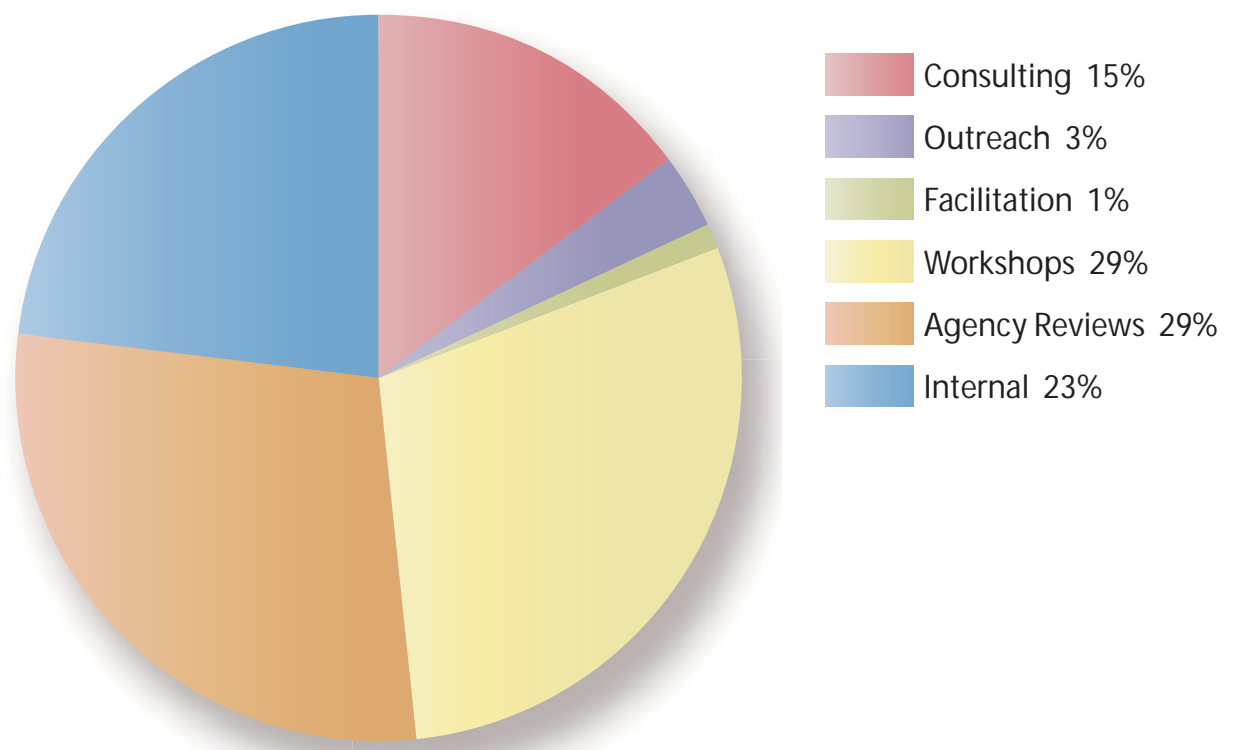
## PROFESSIONAL PRESENTATIONS AND PAPERS

“The Perfect Storm” presented at the National Conservation Education Summit

# Budget By Line Item\* January 1 - December 31, 2004



# Cost Analysis By Project Type\* January 1 - December 31, 2004



\* MAT Total Expenditure \$498,376.63

# Financial Overview

## MAT Benefits States: 2.64 Overall Rate of Return on Investment

- Market value of MAT services and products provided to state fish and wildlife agencies in the 2004 portion of MAT's grant cycle were approximately \$1,165,700 if purchased from private vendors.
- MAT *project* expenditures totaled \$442,705 providing approximately a two hundred sixty four percent (264%) return to state fish and wildlife agencies — \$2.64 return per dollar spent.
- Eighty-eight percent (88%) of MAT expenditures went directly to providing assistance to state fish and wildlife agencies (e.g. personnel to assist states, training and consulting for states, equipment and supplies to assist states and contracts to provide additional assistance to states). Twelve percent (12%) of MAT's expenditures went for office space and for IAFWA overhead charges (3% and 9% respectively).
- MAT spent approximately 75% of its staff time directly providing technical assistance to individual state fish and wildlife agencies or to multi-state fish and wildlife agency efforts. Administrative time, travel, etc. accounted for the remainder of staff time.
- MAT expended a total of 7,784 hours of staff time in coordination, production and delivery of workshops and specialized training developed through consultation and cooperation with state, regional and national fish and wildlife agencies, as well as its own team maintenance. Four thousand six hundred seventy hours (60%) were spent in consulting with and conducting training for individual state fish and wildlife agencies. MAT expended one thousand two hundred forty five hours (16%) of staff time planning, consulting and facilitating national projects. One hundred fifty six hours (2%) of MAT's staff time were spent on attending and contributing to the efforts of regional organizations such as WAFWA.

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