

Henry Lorenzen
Chair
Oregon

Bill Bradbury
Oregon

Guy Norman
Washington

Tom Karier
Washington



Northwest Power and Conservation Council

W. Bill Booth
Vice Chair
Idaho

James Yost
Idaho

Jennifer Anders
Montana

Tim Baker
Montana

March 7, 2017

MEMORANDUM

TO: Fish and Wildlife Committee members

FROM: Tony Grover

SUBJECT: Fish and Wildlife Division retreat report

Summary: The Council's fish and wildlife staff and others met on February 28, 2017, to discuss strategic planning and implementation of the Council's Fish and Wildlife Program (Program).

Outcomes:

- We do not talk about accords or accord deals anymore – assume they are ending until we find out otherwise
- With the help of Council members as appropriate, explore partnership opportunities with Bonneville, state, tribes, etc. for the purpose of benefiting fish and wildlife
- Continue Council leadership on a range of existing and emerging issues
- Staff meetings (see meeting handout):
 - Limit time for weekly Monday meetings to one hour
 - Have a longer post-Council meeting Monday discussion about follow-ups and adjustments
 - Beginning in April, quarterly staff meetings for lunch at the Council meeting to make strategic adjustments
 - Annual retreats
- Committee and Council memos prepared by staff should include alternatives or different policy options for decision if possible.
- Example mid-program assessments will be prepared with Patty working on the template, Laura and another appropriate staff person doing the writing. The three are:

- Sturgeon – Lynn and Laura
- Predation – Kendall and Laura
- Wildlife - Lynn or Mark and Laura
- If no remand is ordered sooner, begin next Program amendment in late 2018 or early 2019
- Project review should be flexible, meaningful and consider the latest information. Set forth a clear schedule and also consider long term recommendations up to ten years if appropriate.

Relevance: Implementing the Program in an effective manner, compliant with the NWPA and within the appropriate strategic context is core to division's effectiveness.

Background: All state and central staff, a member of the public affairs division, the Power Division director and the Executive Director participated in a full day of candid and thoughtful discussion of a range of Program related topics. A context was offered to begin the discussion, which was a short description of how differing contexts, goals and objectives require a nuanced approach to making progress. Specific management styles were used to illustrate the discussion.

More Info:

Attachment 1 - Retreat Agenda

Attachment 2 - Themes for the Fish & Wildlife Staff Retreat

Attachment 3 - Suggested changes in F&W Division and State staff meeting purposes

Attachment 4 - Homework task

Attachment 1:

Draft Agenda for 28 February 2017 NPCC Fish & Wildlife staff retreat

Time	Item	Comments
9:00 am	Agenda check	
9:10	Discuss influences on the Council's strategic direction and possible effective solutions and plans for future activity	
10:30 am	<i>Break</i>	
10:45 am	2017 Workplan discussion	2017 F&W Workplan
11:45 am	<i>Break for on-site lunch</i>	
1:00 pm	H, O, L, I spreadsheet check-in <ul style="list-style-type: none">• Confirm / change people assignments• Discuss additions or deletions needed to tasks	HOLI Worksheet
2:15 pm	<i>Break</i>	
2:30 pm	Focused discussion of mid-program assessment and check-in (from 2107 workplan)	<ul style="list-style-type: none">• Identify lead for each write-up• Discuss other 2017 workplan details
4:00 pm	<i>Adjorn</i>	

Attachment 2:

Themes for the Fish & Wildlife Staff Retreat

February 28, 2017

We can make more progress at the retreat if we discuss each of the following themes and consider how to integrate them into our work so we can be as effective as possible:

- *Develop Effective Strategies*: Working within our resource limitations and complex managerial environments, we must be able to identify the needs of our important partners, assess the appropriate responses and direct our resources to the most important and achievable goals.
- *Managing External Relations*: Our effectiveness requires successful interactions across many jurisdictions, agencies, interest groups, the media and influential individuals. Our success relies on building successful coalitions and strategic alliances for the relevant circumstances.
- *Building Good Teams*: Working within our authorizing environment under the NWP, the Council by-laws and our available talents and resources, build teams with the right mix of skills and experience.
- *Exhibiting Effective Leadership*: Demonstrate the benefits of the Council's unique role in the Columbia River basin through informed, respectful and respected leadership on priority goals and objectives.

Attachment 3:

Suggested changes in F&W Division and State staff meeting purposes

Version: Monday, February 27, 2017

Frequency	Type	Purposes
Weekly	Routine business - F&W Division and State staff, PA and legal as needed	<ul style="list-style-type: none">• Develop agendas for Committee and Council meetings• Roundtable discussion of emergent issues and hot topics• Schedule staff discussions on particular topics
Monthly	Major priorities and special projects	<ul style="list-style-type: none">• Follow-up to Council meetings• Track significant developing issues• Check-in on emerging priorities implementation• Discuss workgroup meetings (O&M, CSW, etc.)
Quarterly	Strategic	<ul style="list-style-type: none">• Look ahead• Integrated view• Learning
Annual	Retreat	<ul style="list-style-type: none">• Identify common challenges and opportunities• Awareness of long term goals• Understand overall agenda

Attachment 4:

Homework task (e-mail to all participants in advance):

Please give some thought, and if you have time, write down a list in two columns:

Column One:

Who, or what positions, internal to the Council, do you rely on to be successful?

Column Two:

With what organizations, entities, agencies and individuals, external to the Council, must you interact in order to be successful?

A big part of being effective is understanding who you need to work with to get things done. It always helps to consider the management styles and constraints those entities and individuals have. Whenever I do this I am surprised by how helpful it is to simply list these internal and external partners.