



STRATEGIC PLAN

1996–1999

JULY 1997

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## **STRATEGIC PLANNING PROCESS JULY 1997**

The Great Lakes Fishery Trust (Trust) was formed in May 1996. In June 1996, the newly appointed Board of Trustees participated in an introductory board-training session. This training familiarized them with the roles, responsibilities, administration, and management decisions with which they have been entrusted.

The Trust recognized the need for an organizational plan and secured the services of the Institute for Conservation Leadership to guide them through a four-phase planning process. Members of the Board of Trustees and the Great Lakes Fishery Trust Scientific Advisory Team (SAT) participated in the planning retreats held during each phase.

Phase I of strategic planning began in September 1996. During the first retreat, the participants drafted mission, vision, and mandate statements, assessed the Trusts's internal resources, and identified key strategic issues. A planning committee was established to continue the development of the strategic plan, incorporating the progress made at each planning retreat. Small work groups were also designated to develop elements of the strategic plan in detail.

Phase II of strategic planning began in October 1996. At the second planning retreat participants began to define goals and objectives of the Trust.

Phase III of strategic planning began in March 1997. Efforts at the third planning retreat concentrated on refining goals and objectives with reasonable time lines.

Phase IV concluded the strategic planning process in May, 1997. The mission, vision and mandate were finalized and several strategic issues resolved.

Following completion of the final of strategic planning phase, the Trust developed this formal strategic plan for 1996–1999. The Great Lakes Fishery Trust has firmly established a mission, vision, mandate, and goals and objectives. The strategic planning group also has developed a decision-making process, evaluation process, and funding criteria that are intended to evolve over the next three years. The Trust recognizes that strategic planning is an ongoing process and that the elements of this plan must be incorporated into daily operations in order to achieve the established goals and objectives.

## **MISSION STATEMENT**

The mission of the Great Lakes Fishery Trust is to provide funding to enhance, protect, and rehabilitate Great Lakes fishery resources. The Trust will manage its resources to compensate for lost use and enjoyment of the Lake Michigan fishery resulting from operation of the Ludington Pumped Storage Plant.

## **VISION STATEMENT**

The Great Lakes Fishery Trust (Trust) is an innovative funding source, created to compensate the citizens of the State of Michigan for the lost use and enjoyment of fisheries resources of Lake Michigan resulting from the operation of the Ludington Pumped Storage Plant.

The Trust envisions the Great Lakes as supporting a sustainable and diverse fishery that meets the needs of the Great Lakes community for a healthy environment, wholesome food, recreation, employment, commerce, and preservation of its cultural heritage. The Trust will dedicate its assets to fostering realization of this vision, particularly for Lake Michigan.

The guiding principle of the Trust is to consider the total environment, recognizing the connections in the chemical, physical, and biological processes of the Great Lakes ecosystem as well as the human uses and values associated with this magnificent resource. The Trust recognizes that public understanding of, and involvement in, Great Lakes fishery management is essential to successfully attaining its objectives.

Projects to be funded by the Trust include public education, scientific research, preservation and rehabilitation of native species and habitat, fishing access, and fishery habitat restoration. The Trust will work cooperatively with the many Great Lakes fishery interests and authorities already active in the Great Lakes community. The Board of Trustees governing the Great Lakes Fishery Trust also reflects these diverse interests and experiences.

The Trust, a nonprofit corporation, will conduct its affairs in an open and objective manner, consistent with the Declaration of Trust and the Settlement Agreements, which were effective on May 1, 1996. These Agreements resolved longstanding concern for the impacts of the Ludington Pumped Storage Plant on the Lake Michigan fishery and its users.

## **MANDATE**

The Great Lakes Fishery Trust (Trust) was created in May 1996 to provide funding to compensate the citizens of Michigan for the lost use and enjoyment of the fishery resources of Lake Michigan, caused by the operation of the Ludington Pumped Storage Plant.

In 1986 the Michigan United Conservation Clubs and the National Wildlife Federation initiated a legal proceeding before the Federal Energy Regulatory Commission (FERC). Shortly thereafter the State of Michigan joined the FERC procedure and initiated a lawsuit against Consumers Power Company (Consumers Energy) and the Detroit Edison Company, the owners of the Ludington Pumped Storage Plant. The litigation sought, among other things, mitigation and abatement of the fish mortality as well as monetary compensation for both past and anticipated future damages to fish and associated recreational values. The litigation was resolved through a 1995 Settlement Agreement (Agreement) approved by the courts and a companion agreement approved by the Federal Energy Regulatory Commission (FERC), the licensing authority for the Ludington plant. The Agreement calls for the creation of the Trust with an initial payment of \$5 million. The Trust also will receive annual payments from the plant owners, from July 1994 until the FERC license term expires, in 2019.

Annual payments compensate for continuing losses to the Lake Michigan fishery. The payment will be adjusted annually to reflect changes in fish mortality as a result of actual plant operations. The payment will be inflation adjusted beginning in June 1998. In addition, the Agreement provided for transfer of approximately 10,800 acres of land to the Trust. The parties to the Agreement intended that the Trust sell these lands to provide additional revenue to the Trust. The Trustees will take appropriate measures to protect the natural and cultural resource values of these lands. In addition, the Trust may accept gifts, grants and bequests.

The Trust is administered by a six-member Board of Trustees representing the Michigan Department

of Natural Resources (MDNR), Michigan Department of Attorney General, Grand Traverse Band of Ottawa and Chippewa Indians, Michigan United Conservation Clubs (MUCC), National Wildlife Federation (NWF), and US Department of Interior. In addition, the Tribal Councils of the Little River Band of Ottawa Indians and Little Traverse Bay Band of Odawa Indians have designated Provisional Trustees; they may participate in Trust deliberations but not vote.

The Settlement Agreement and the Declaration of Trust define the specific powers and duties of the Trustees. Any trustee may propose a project, activity, or acquisition, for funding from the Trust, provided that the project meets the criteria governing permissible uses of Trust moneys; such uses include

- research projects directed at increasing the benefits associated with Great Lakes fishery resources;
- rehabilitation of lake trout, lake sturgeon and other populations;
- protection and enhancement of fisheries habitat, including Great Lakes wetlands as fisheries habitat;
- public education concerning the Great Lakes fisheries;
- acquisition of real property for the above purposes or to provide access to the Great Lakes fisheries; and
- any other purposes consistent with the above and duly approved by the Trustees.

Trust funds will be spent to advance these objectives, with emphasis on projects that will benefit the Lake Michigan fishery. Trust funds may not be used as a substitute for traditional sources of funding for Great Lakes fishery resources but can supplement traditional sources and be used to accomplish the purposes for which the Trust was formed.

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The Trustees are authorized to form a nonprofit corporation to promote the uses and purposes provided for in the Declaration of Trust, invest Trust moneys, and purchase, sell or lease land. Trustees will authorize funding by vote of a simple majority for proposals specific to Lake Michigan; five of the six votes are required to (1) authorize a proposal that benefits the fishery of the Great Lakes Basin but is not specific to Lake Michigan or to (2) authorize the acquisition or sale of real property.

The Agreements also established a twelve - member Scientific Advisory Team (SAT) for the purpose of evaluating the data and information upon which the Settlement Agreements are based. These tasks include annually calculating compensation for unavoidable fish loss to the Lake Michigan fishery, recommending and providing review of projects to the Trustees, and reviewing the lands transferred to the Trust to identify and protect their fisheries values prior to sale.

The SAT is composed of representatives of the organizations serving on the Trust (except for the Michigan Department of the Attorney General) and also includes representatives from Consumers Energy and the Detroit Edison Company, as well as the Chippewa-Ottawa Treaty Fishery Management Authority and a representative chosen by mutual agreement of the MUCC, NWF and MDNR. With respect to any project approved and funded by the Great Lakes Fishery Trust, and subject to the supervision and direction of the Trustees, the SAT has the responsibility for (1) recommending and defining research projects, (2) retaining contractors, (3) selecting technology, (4) implementing projects, (5) defining protocols and procedures for oversight of projects and (6) any other responsibilities defined by the Trustees.

In the course of its business, the Great Lakes Fishery Trust does not discriminate in regard to a person's race, color, religion, national origin, ancestry, age, sex, height, weight, or marital status.

**GOALS AND OBJECTIVES  
MAY 14, 1997**

**GOAL I: Develop a strong, sound organizational infrastructure**

<i>Completion Date</i>	<i>Objectives</i>	<i>Responsibility</i>
Ongoing	<b>Develop effective board policy</b> <ul style="list-style-type: none"><li>•Develop operational policy</li><li>•Revise Trust bylaws</li><li>•Establish subcommittees for designated activities</li></ul>	Board/ PSC Board/PSC Board Board
May 14, 1997	<b>Define responsibilities of Scientific Advisory Team and effective strategies to accomplish tasks</b> <ul style="list-style-type: none"><li>•Technical oversight of fish mortality-abatement measures</li><li>•Recommend projects for funding</li><li>•Implementation of projects</li><li>•Review of projects</li><li>•Complete land review prior to sale</li></ul>	Board/SAT
August 1, 1997	<b>Develop grant-making strategy</b> <ul style="list-style-type: none"><li>•Grant selection criteria</li><li>•Annual funding priorities</li><li>•Solicitation list</li><li>•Solicitation procedures</li><li>•Proposal review and award process</li><li>•Project oversight and tracking process</li></ul>	All

Ongoing	<b>Provide for effective Fund management</b> <ul style="list-style-type: none"><li>•Assess alternative strategies for investing funds</li><li>•Determine which investment/expenditure plan will provide maximum benefit to the resource and public interest.</li></ul>	Board/PSC
Ongoing	<b>Provide daily operational/administrative support</b> <ul style="list-style-type: none"><li>•Administrative support</li><li>•Coordination of contracts (legal, financial, management)</li><li>•Quarterly status reports</li><li>•Annual report</li><li>•General ministerial functions</li><li>•Tracking strategic plan</li><li>•Coordinate real estate transactions</li><li>•Coordination of project funding process</li><li>•Development of public relations strategy</li><li>•Facilitating communication with SAT</li><li>•Liaison with policy makers</li></ul>	PSC
Completed	<b>Develop internal communications procedures</b> <ul style="list-style-type: none"><li>•Communications hub for SAT and Board of Directors</li><li>•Develop procedures for record retention and access</li></ul>	Board/PSC

**GOAL II: Fund short-term, flagship projects, that can be completed in three or fewer years and demonstrate the benefits the Trust is able to provide to the Great Lakes fishery and its users**

<i>Completion Date</i>	<i>Objectives</i>	<i>Responsibility</i>
July 1, 1997	<b>Recommend possible demonstration projects</b> <ul style="list-style-type: none"><li>•Determine desired benefits/outcome of projects.</li><li>•Review permissible use categories/Agreement parameters</li></ul>	SAT
July 23, 1997	<b>Review SAT recommendations</b> <ul style="list-style-type: none"><li>•Reject projects</li><li>-or-</li><li>•Request additional information</li><li>-or-</li><li>•Approve projects and proceed with a contract</li></ul>	Board
October 1, 1997	<b>Develop proposal solicitation strategy</b>	SAT, Board
August 1, 1997	•Develop draft RFP	SAT, PSC
September 1, 1997	•Review RFP and solicitation strategy	Board
October 1, 1997	•Solicit proposals	PSC
November 7, 1997	<b>Review proposals</b> <ul style="list-style-type: none"><li>•Identify and recommend projects to Board</li></ul>	SAT SAT
November 23, 1997	<b>Review proposals and award funding for projects</b>	Board
Every 6 months	<b>Monitor progress toward completion and reports results</b>	PSC

*Great Lakes Fishery Trust*

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Ongoing

**Evaluate grant process**

All

June 1, 1999 and  
November, 2000

**Use the communications procedures developed in other  
goals to express the benefits of flagship projects**

PSC

**GOAL III: Conduct a needs assessment in each of the permissible-use categories, then develop funding priorities for long-term projects of lasting impact**

<i>Completion Date</i>	<i>Objectives</i>	<i>Responsibility</i>
November 1, 1997	<b>Review existing information and planning documents, to identify funding opportunities in each area</b>	SAT
December 1, 1997	<b>Recommend to the Board interim funding priorities derived from review of existing information and provide a time line for the following objectives:</b>	SAT
	<b>Identify needs in each use category that require further assessment before identifying funding priorities</b>	SAT
	<b>Develop proposals to complete identified needs assessments</b>	SAT
	<b>Present proposals to the Board for approval</b>	SAT
	<b>RFP and contract development</b>	PSC
	<b>Award contracts for need assessments</b>	Board
	<b>Prepare final funding priorities</b>	SAT

**Goal IV: Convert acreage into financial resources**

<u>Completion Date</u>	<u>Objectives</u>	<u>Responsibility</u>
Completed	<b>Retain land management services</b>	Board
Completed	<b>Develop criteria and process for accepting lands</b>	Board, PSC
Began April, 1997	<b>Apply criteria and accept or decline property</b>	Board, PSC
August 1, 1997	<b>Develop criteria for retention of land</b>	Board, PSC
December 1, 2000	<b>Apply criteria for disposition of lands</b>	Board
June, 1997	•Map trust lands on MIRIS, for SAT review	
August, 1997	•Retain brokers for sale of property	
September, 1997	•Develop criteria for lands that need special review by Board	
October, 1997	<b>Define criteria for sale of land to USFS</b>	Board
July, 1997	•Determine who pays taxes on land sold to USFS	
Fall 1997	•Decision on USFS's getting appropriations to purchase	
November, 1997	•Develop policy for valuing lands going to other government agencies	
January, 1998	<b>Develop contingency plan if USFS cannot purchase</b>	Board/Land Subcommittee

October 1, 1997

**Determine value of land**

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- Preference sales
- Market clearinghouse sales
- Minimum value placed on land
- Broker seeking offers
- Proposal to Board (not negotiated)

**GOAL V: Develop and implement an effective communications strategy**

<i>Completion Date</i>	<i>Objectives</i>	<i>Responsibility</i>
<b>A. Short-Term Plan</b>		
April 1, 1998	<b>Identify and implement effective communication media and identify overall targets</b>	PSC/Board
May 27, 1997	Propose website, brochure, slide show development Appoint Public Information Committee	PSC Board
June 30, 1997	Design Logo	PSC/PI Committee
July 23, 1997	Approve of draft brochure and website development proposal	Board
September 23, 1997	Approve final brochure and draft slide show	Board
October 23, 1997	Make brochures available to public	
October 25, 1997	Have website available	PSC
November 1, 1997	Develop newsletter	PSC
November 4, 1997	Have slide show complete	PSC

March 15, 1998      Prepare standardized presentation for public      PSC

- Slide presentation (SAT)
- Video presentation (Professional contractor)
- Handout materials (PSC)

**B. Long-Term Plan**

June 1, 1998      **Conduct a needs assessment**      PSC

- Prepare a list for solicitation of proposals
- Provide project updates
- Evaluate daily communications

June 1, 1997      **Develop a strategy to communicate effectively with key constituencies**      PSC

November 1, 1997  
(and annually)      **Brief state legislature**      PSC

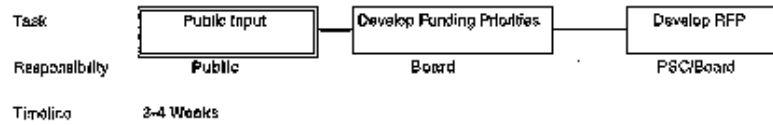
January 1, 1998      **Brief federal legislators and other key constituencies**      Board, PSC

January 1, 1998      **Brief press, teachers, and others**      All

January 1, 1998      **Brief of local coastal communities (hosted by communities)**      PSC, Board

## GLFT Decision Making Process

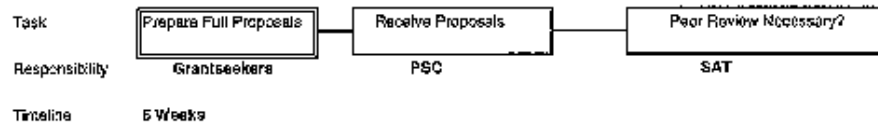
### Phase I



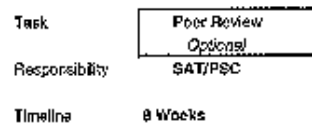
### Phase II



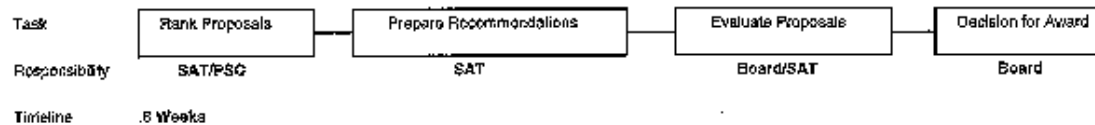
### Phase III



### Phase IV (Optional Peer Review)



### Phase V



## **GRANT GUIDELINES**

### ***Mission***

The mission of the Great Lakes Fishery Trust (Trust) is to provide funding to enhance, protect, and rehabilitate Great Lakes fishery resources. The Trust will manage its resources to compensate for lost use and enjoyment of the Lake Michigan fishery resulting from operation of the Ludington Pumped Storage Plant.

### ***Trust funds will be used to support***

- research directed at increasing the benefits associated with Great Lakes fishery resources,
- rehabilitation of lake sturgeon, lake trout and other populations,
- protection and enhancement of fisheries habitat, including coastal wetlands,
- public education concerning Great Lakes fisheries, and property acquisition for the above purposes or to provide access to Great Lakes fisheries.

The Trust will pursue a needs assessment in each funding area to identify high-priority issues and projects that will maximize the Trust's benefit to the resource and its users. Initially, this evaluation will focus primarily on the Lake Michigan basin.

### ***Guiding Principles***

Decisions for funding from the Great Lakes Fishery Trust will be guided by the Trust's vision, mission, and mandate. Funding proposals also will be evaluated for compatibility with the following principles:

- Projects should provide clear and lasting benefit to the fisheries of the Great Lakes and their users. Priority will be given to projects focusing on Lake Michigan fishery resources.
- The Trust will support projects that complement and enhance existing fishery resource management efforts in the Great Lakes, particularly those that otherwise would not be implemented. Wherever possible, projects should strengthen and broaden partnerships among federal, state, and tribal resource managers. Proposals should represent original or complementary effort and not duplicate or substitute for traditional funding sources or program responsibilities.
- The Trust seeks to promote development of sustainable Great Lakes fishery resources; proposals that offer applied management techniques are of particular interest.

- Proposals contributing to the rehabilitation of lake trout and lake sturgeon or other populations generally will be supported only if proposals complement species–recovery strategic planning priorities that have been developed in collaboration with appropriate regional fishery management authorities.
- Proposals for habitat enhancement should focus on enhancing fisheries values for Great Lakes species.
- Proposals for public education materials and projects should increase public understanding of Great Lakes fisheries and fishery management and promote participation in responsible fishery resource use and enjoyment.
- Projects that have financial support from other sources are encouraged. The Trust favors proposals that include local funding and promote community participation in fishery resource use.
- Proposals for public recreational facility development will be considered if they provide fishery related amenities.
- Proposals for land acquisition for water access improvements to the Great Lakes will be considered only if the project is part of an access plan endorsed by the Michigan DNR, the U.S. Department of the Interior, or Tribal authorities, as appropriate. Access improvement proposals should offer access for broad public use.
- Project applicants are required to incorporate a plan and measures for evaluating the success and effectiveness of the project.

The Great Lakes Fishery Trust does not fund public works projects, facility operation and maintenance costs, or general operating support, endowment campaigns, religious activities, or scholarships. Trust funds will not be used for projects that establish for-profit ventures or benefit narrow interests, individuals, or members of the Trust Board or its Scientific Advisory Team. Organizations lacking administrative experience or having poor financial management history will not be funded.

### ***Eligibility***

Proposals are encouraged from colleges and universities, nonprofit institutions, and government agencies, including Tribes.

All project results and products will be publicly owned. Successful applicants must provide open access to all data, records, financial information, and other materials generated by or associated with

the funded proposal. Project results must be made available in a manner that ensures accessibility by others.

### ***Criteria for Evaluation of Proposals***

Proposals submitted to the Trust will be thoroughly reviewed by the Trust's board, administrator, and Scientific Advisory Team. Proposals involving fishery research, rehabilitation of fisheries populations, and habitat-enhancement projects also will include peer review unless they advance research or management priorities identified by the Great Lakes Fishery Commission Lake Committees or affiliated coalitions. Funding approval will be based on, but not limited to, the following:

- Technical merit of the proposal
- Appropriateness of the proposal to the Trust's mission and guiding principles
- Qualification of the applicant and adequacy of facilities
- Contribution to improvement of Great Lakes fishery resource benefits
- Performance and quality of previous work
- Availability of matching funds and/or in-kind services

### ***Checklist for Proposal Application***

Project proposals should not exceed three pages, including budget information. Please include the following, in the order indicated.

1. Cover letter providing brief description of the project, funding requested and project period.
2. Description of the significance of the work or need for the project, the anticipated results, and any related research or experience.
3. Description of the relevance of the proposal to the Trust's guiding principles.
4. The methodology and plan of work, including any limiting factors anticipated.
5. Schedule for completion.
6. Plan for dissemination of results.
7. An evaluation plan, including means to measure how the project met its objectives.
8. Detailed budget (reporting format provided). Please note that it is the policy of the Trust to reimburse only for direct project costs, travel costs, and subcontracted services.
9. The proposing organization's most recent financial statement and annual report, unless the proposal is offered by a government or public educational institution.
10. Other authorizations, permits, or approvals necessary before the project can proceed and information regarding their status.
11. Documentation that demonstrates the proposing entity's ability to fulfill all obligations of the proposal (e.g., oversight or hiring of additional staff or subcontractors).
12. Identify the project team.

Proposals and inquiries should be directed to:

Great Lakes Fishery Trust  
600 W. St. Joseph, Suite 10  
Lansing, MI 48933-2265

Phone: 517/371-7468  
Fax: 517/484-6549

## **CONSENSUS ISSUES**

### **Trust Business Operations**

Although the Trust is a private corporation, the Trustees intend to conduct the business of the Trust in an open and objective manner, reflecting the fact that the Trust was created to serve public interests.

Trustees and Scientific Advisory Team members agree that their initial strategic planning effort will include development of an operating plan for the next three years (1997–1999).

Trustees agreed to contract for legal and administrative support services to the Trust.

Trustees and SAT representatives concurred on a structure for Board decisions that identifies who should be involved prior to and/or after decisions are made.

The Trustees agree to defer a decision on whether or not Trust funds will be managed to be available in perpetuity or to be depleted at a given date, until the next strategic planning cycle (1999–2000). Until this decision is made, the funds will be managed in conservative manner so as not to preclude future options.

The Trustees agree that property should be sold in a manner that maximizes the financial return to the Trust, without jeopardizing fishery or ecological values. The Trust does not intend to operate as a land manager over the long-term.

### **Use of Trust Funds**

Initially, the Trust will focus on supporting a few projects selected to demonstrate the Trust's role in each category of permissible funding. The number and complexity of projects supported will broaden as priority issues and procedural operations are clarified.

Trust funds will be used neither to substitute for existing funding sources nor replace or relieve the financial responsibilities of other authorities.

The Trust may fund projects geographically located outside the Great Lakes basin, provided that the benefits are clearly applicable to high priority needs of the Great Lakes.

The Trust will seek a unique niche in the Great Lakes community, using its resources to improve the efficiency of existing fishery conservation activities and expand the base of scientific knowledge

regarding fishery resource management in the Great Lakes ecosystem. Projects will be selected to supplement the critical work of others or to meet high-priority, unmet needs.

## EVALUATION PROCESS

1. Evaluation of the Strategic Plan should be institutionalized within the Great Lakes Fishery Trust (Trust) in several ways:
  - A. Place the plan on the agenda for every meeting and have the Trust manager, Board and SAT members report on how specific aspects of the strategic plan are being implemented.
  - B. Conduct a survey of expectations, to serve as the baseline for evaluation.
  - C. Clearly state in the annual report how the plan is being implemented. Trust Board and SAT members should be interviewed as to how they perceive progress is being made, and that progress should be compared to the baseline survey of expectations.
  - D. Join the Council of Michigan Foundations, to become familiar with the evaluation process in other granting organizations.
  - E. Require the board, SAT, and trust manager to participate in annual performance evaluations of one another.
  - F. Require SAT co-chairs to be present at all Board meetings to enable them to be fully aware of all Trust activities.
2. Progress should be measured in *quantifiable* terms, e.g., increased angler days, angler catch, information distributed, amount of money distributed, number of communities benefiting, and so on. Flagship projects should be highlighted.
3. Perform project evaluation under criteria developed by the SAT and Board. Grantees should be required to include evaluation as a part of their grant proposal. Undertake a review of the evaluation process of other trusts and foundations.

## PARTICIPANTS

### Board of Trustees

K.L. Cool, Chair  
Michigan Department of Natural Resources

James Riley  
Michigan Department of the Attorney General

Charles Wooley  
U.S. Fish and Wildlife Service

Christine Mitchell  
Grand Traverse Band of Ottawa and Chippewa Indians

Richard Jameson  
Michigan United Conservation Clubs

John Eichinger  
National Wildlife Foundation

Al Colby  
Little Traverse Bay Bands of Odawa Indians

Tom Guenthardt  
Little River Band of Ottawa Indians

David Schultz  
Little River Band of Ottawa Indians

### Scientific Advisory Team

John Robertson, Co-chair  
Michigan Department of Natural Resources

Tom Bowes, Co-chair  
Consumers Energy

Robert Reider  
Detroit Edison

Erik Olsen  
Grand Traverse Band of Ottawa and Chippewa Indians

Tom Gorenflo  
Chippewa-Ottawa Fishery  
Treaty Management Authority

Mark Holey  
U.S. Fish and Wildlife Service

Doug Jester

Michigan Department of Natural Resources

Todd Grischke  
Michigan United Conservation Clubs

Wayne Schmidt  
National Wildlife Federation

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John Koon  
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Archie Kiogima  
Little Traverse Bay Bands of Odawa Indians

Brad Latvaitis  
Consumers Energy

### Other Participants

Dianne Russell, Facilitator  
Institute for Conservation Leadership

Edward Hagan  
Michigan Department of Natural Resources

Chris Monsma  
Michigan Department of Natural Resources

Sharon Hanshue  
Michigan Department of Natural Resources

Stanley Pruss  
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Public Sector Consultants, Inc.

Kelly Stewart  
Public Sector Consultants, Inc.

William Rustem  
Public Sector Consultants, Inc.