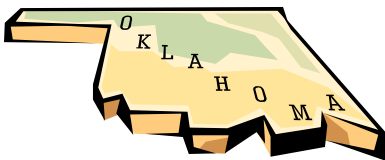




Learning from our Successes Case Studies of Successful TWW Coalitions

A lot of things have changed since the late 1990's. Today the state wildlife action plans, engaged stakeholders and a history of successful State Wildlife Grants projects will make it easier to strengthen our Teaming with Wildlife coalitions. Perhaps our greatest resource, however, is the wealth of contacts and experience we inherit from the first generation of Teaming with Wildlife coalition organizing.

The following case studies showcase interesting approaches taken by eleven of the largest and most effective Teaming with Wildlife coalitions. Key pieces of advice are bolded here for your quick reference. Additionally, many unique suggestions gleaned from these case studies are featured in the "Step-by-Step Guide to Building Your Coalition," also available in the coalition toolkit. We hope you will find this advice useful as you set out to expand the Teaming with Wildlife initiative in your state.



Oklahoma's Coalition

153 Organizations

Interview with:

Jeremy Garrett

Former staff, Oklahoma Dept. of Wildlife Conservation

Unable to dedicate staff time at first, the Department of Wildlife Conservation's Wildlife Diversity Program just sent partner organizations some introductory information about Teaming with Wildlife and passively gathered endorsements. No events were held nor were staff dedicated to the effort, but gradually the coalition began to grow. The key was getting a **select group of diverse and influential organizations listed first**; once that list was established it was easy to show it around and bring in more endorsements. As the dividends of these efforts nationwide became more apparent, ODWC became more actively engaged, and at the height of this effort, Jeremy Garrett, on the Wildlife Diversity Program staff, dedicated 80% of his time for a 3-month period.

The agency was aided by a good reputation of fiscal responsibility among stakeholders. When a clear statement of needs was presented it didn't take much persuasion to get organizations on board. **New members were rewarded with a press release** from the agency announcing their membership, an immediate benefit in lieu of tangible short-term results. **Printed updates were sent** to the coalition every 1-2 months and several informational meetings were held to collect input. Some organizations were responsive to updates and Congressional offices reported receiving numerous letters, but 60-70% of organizations did little more than endorse. Oklahoma Wildlife Federation, Ducks Unlimited, Audubon and Safari Club were among the most responsive organizations and they could be counted upon to **promote the coalition among their contacts** and contact the Congressional Delegation.

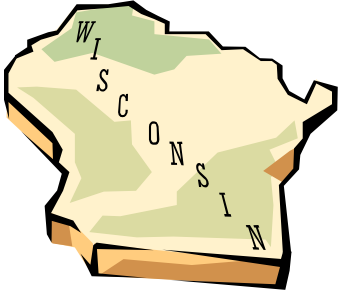
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Wisconsin's Coalition

50 organizations (grew to 608 supporting CARA)

Interviews with:

Chuck Pils

Formerly of Wisconsin Department of Natural Resources

Mary Kay Sherer

Formerly of Wisconsin Department of Natural Resources

Signe Holtz

Wisconsin Department of Natural Resources

Wisconsin's early Teaming with Wildlife coalition was a team of fifty substantial organizations with the ability to actively contribute, creating a strong foundation for efforts in support of CARA, which developed into a coalition of over 600 organizations (fortified with hunting/fishing groups as well as non-consumptive users). **Staff at all levels** of the Department of Natural Resources including the Director, George Meyer, Division Administrator, Steve Miller, and Chuck Pils and Mary Kay Sherer in the Endangered Resources Bureau, made substantial commitments of time to building the coalition, as much as 40-60% at times.

Meetings were held to bring together the Conservation Congress (a congress of sportsmen's groups officially chartered to advise DNR) and "environmental" organizations, like Sierra Club and The Nature Conservancy Wisconsin. These early meetings revealed a lot of deep tensions between these camps, but they found **common ground on the need for funding** DNR programs and ultimately they worked together to support federal funding and produced a paper on alternatives for state-level funding. By traveling to regular Friday-night meetings in Stevens Point, agency staff were able to build strong personal relationships with Conservation Congress leaders that helped to overcome mistrust between organizations and the agency. In turn, these leaders went back to their organizations and were instrumental in expanding the coalition.

Chuck Pils advised using a **strategic approach** to building the coalition. Starting with a list of many potential members, he selectively picked appropriate organizations which would likely to benefit from funding. When unsure of the best contact or the appropriateness of inviting an organization, he first consulted colleagues. He then sent out **formal letters** asking for their support, making sure to gain approval from statewide umbrella groups or councils before contacting subsidiary organizations. Within one week he followed up the letter with a phone call, or better yet, a **personal visit** to the organization. He discouraged holding coalition meeting and instead emphasized **attending the meetings of other organizations** to solicit support from their boards and membership.

As elsewhere, **getting sportsmen's organizations engaged early on was seen as critical**, but a wide variety of other organizations – from birding groups to affiliates of national conservation organizations – took an active role in the coalition. Many organizations were engaged enough to send representatives to events in Washington, and they were so versed

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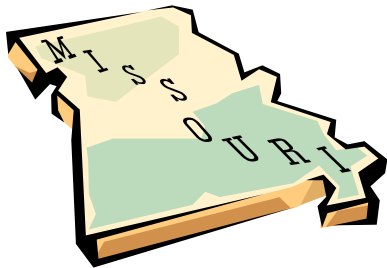
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in the talking points that there was hardly a need for DNR staff to do anything beyond facilitating the meetings.

It took a lot of phone calls to get organizations to endorse, but once on board, it was relatively easy to keep them informed by forwarding IAFWA's email updates. However, Signe Holtz, Chuck's successor, cautioned against overwhelming the coalition with asks, particularly requests to sit on committees. State-level organizations are already so overburdened with such demands that it's important to avoid asking so much that they'll start to tune you out.



Missouri's Coalition

105 Organizations

Interview with:

Cheryl Riley

Former staff, Conservation Federation of Missouri

The Missouri Department of Conservation provided a grant to the Conservation Federation of Missouri, an NWF affiliate, to hire Cheryl Riley, a former agency and NWF employee, on a half-time basis. This arrangement allowed her to work closely with both MDC and CFM staff, but to focus her efforts exclusively on Teaming with Wildlife over three years. This single **dedicated person** was extremely valuable to the effort and her independence helped to justify involving agency staff as outside experts when making the case to members of Congress.

Communication was key to the success of the Missouri coalition. **Regular email updates** from IAFWA were forwarded to the entire coalition and information from emails and conference calls was used in newsletters. They weren't inundated with daily material but continuous contact kept organizations involved. **Frequent open meetings** were also held to get input from the coalition, but no formal steering committee was established.

The coalition grew gradually over time through **personal contacts, meetings and slide presentations at events**. These presentations focused on **places that could benefit** from funding, but Cheryl noted that giving specifics was a challenge because TWW was only a hypothetical proposal. In some ways the track record of State Wildlife Grants and the wildlife action plans would make outreach easier today.

The **partnership between CFM and MDC was quite successful** in reaching out to a broad spectrum of users, even those who usually compete. Beyond this two-organization "core group" few coalition members actually helped build the coalition, but Cheryl's dedication to the effort allowed her to follow up with coalition partners about letters, build relationships with editorial boards and outdoor writers to garner favorable coverage, and set up numerous trips to Washington, DC to visit with Missouri's Congressional Delegation.

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Alaska's Coalition

389 Organizations

Interviews with:

Michelle Sydeman

Alaska Department of Fish & Game

John Schoen

Audubon Alaska, Formerly of ADFG

Michelle Sydeman and John Schoen from the Wildlife Division of the Alaska Department of Fish and Game, with support from agency leadership, dedicated about a third of their time to Teaming with Wildlife over the course of several years. They used a strategic approach to coalition building, drawing together a list of about two dozen trusted friends in influential positions to help launch the coalition.

Alaska can be a challenging environment for conservation initiatives, so it was critical that early on they got **endorsements from many prominent individuals**. This included heads of organizations, politicians, artists, all former living governors, and then-Governor Knowles. (He was the first Governor in the nation to publicly endorse Teaming with Wildlife.) The initial goal was to get a smattering of support from people in a variety of fields to give the effort credibility and encourage interest from others.

Once they had an initial list of prominent supporters, they brainstormed a list of all possible beneficiaries from Teaming with Wildlife. This included sportsmen's groups, conservation organizations, outdoor recreation groups, tourism businesses (including major cruise lines), sporting goods stores, local governments, schools, parks and recreation departments, Native organizations, and natural resource developers. Distinct **fact sheets** were developed that described the specific benefits each of these groups would derive from Teaming with Wildlife legislation.

Groups were systematically contacted, provided with information about Teaming with Wildlife, and then asked to sign a letter of endorsement and send a resolution of support to Alaska's congressional delegation. **Draft resolutions were supplied** for organizations to use as a starting point, and follow-up calls (often several!) were made to ensure that the issue did not fall through the cracks.

The **Governor also lent a hand**, sending letters to all of the major tourism businesses in Alaska personally asking for their support, and working to ensure support from the western and national governors associations. The Lieutenant Governor also played an active role by personally calling the heads of major corporations in Alaska. Once they reached a key threshold of influential individuals, businesses and NGOs, **new groups actually started coming to them** based on the stature of existing members. By the end, mayors representing more than 80% of Alaska's population had signed on.

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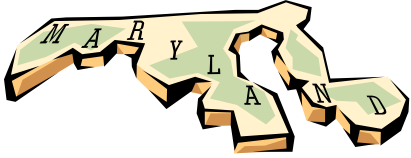
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Alaska's experience demonstrates several key principles of coalition-building: **make it simple** for others to join (e.g., provide stamped & addressed envelopes); don't hesitate to **follow-up repeatedly** with key contacts; be systematic; and **use existing members to recruit new ones**, building on your success each step of the way.



Maryland's Coalition

110 organizations

Interviews with:

Edith Thompson

Formerly of Maryland Dept. of Natural Resources

Tom Franklin

Wildlife Diversity Advisory Committee

Formerly of The Wildlife Society

Jim Rapp

Salisbury Zoo

The Maryland Coalition was co-chaired by Edith Thompson, of Maryland Department of Natural Resources and Tom Franklin of The Wildlife Society. Having a **dedicated individual at DNR focused primarily on outreach**, specializing in public participation helped immensely. The decision to dedicate staff resources to this effort was not top-down; instead Edith approached agency leadership with a persuasive argument for dedicating her time and resources to this effort and received approval. Meanwhile, the **partnership with a private, nonprofit coalition co-chair** helped to build trust among a diversity of constituencies, many of which hadn't previously worked with DNR. As a regulatory agency, DNR did not typically partner with constituents beyond sportsmen, and such partnerships were limited. As a result, there was an inherent lack of trust among all constituents about the real potential DNR was offering them to participate in securing and directing new fish and wildlife funds. To address this issue, a **memorandum of understanding** was drafted by coalition members and signed by them all. It would ensure that diverse interests would help develop a public participation process to solicit public involvement in setting priorities for the use of new funds.

Maryland was one of the few cases where **direct mailings** to lists of potential coalition members were cited as a useful approach, particularly with staff follow-up. Some coalition members also contributed to coalition building by recruiting organizations in their regions. A **monthly newsletter** from DNR to the coalition members became a key tool for keeping partners involved. These newsletters included detailed news of progress on legislation, motivational quotes and stories about action by specific members. The latter was particularly valuable in showing individual groups, and scientists in particular, that their actions are meaningful to national policy makers.

Maryland was also among the few coalitions that held **frequent coalition meetings**. Finding that mailed requests for letter writing, etc, were often ignored, regular meetings were organized at the offices of a coalition partner, and became the **venue for actually getting letters and other materials produced**. The Coalition produced its own television

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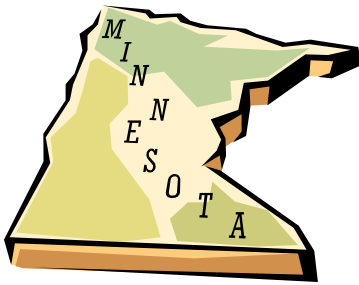
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news piece and worked well with local media. In addition to regular meetings, it held two, facilitated workshops: One to resolve for the Coalition the tension between game and non-game interests and one to develop a draft list of priority uses for funding. Both the regular Coalition meetings and the workshops were **facilitated by trained personnel**, ensuring that these forums were productive and not a successful forum for interests that did not serve their specific purpose.

While a variety of factors, including proximity to Washington, DC, contributed to the Maryland Coalition's success, the full-time leadership of Edith Thompson was essential to keeping members informed and actively engaged in the initiative.



Minnesota's Coalition

167 Organizations

Interview with:

Carrol Henderson,

Minnesota Department of Natural Resources

The success of Minnesota's coalition demonstrates the value of effective messaging. Many other states describe their coalition building efforts in terms of tactics and staff time for a concentrated period. By contrast, Carrol Henderson, has made **effective messaging, networking and outreach** a priority for Nongame Wildlife Program staff over his 28 years as Supervisor. Thus, coalition-building efforts for Teaming with Wildlife developed naturally out of **existing partnerships** and through outreach materials that specifically appealed to various constituencies.

Because the program relies heavily on donations through an income tax check-off, Carrol places an emphasis on hiring **regional biologists with good communications skills**. Programs are then designed to fit what he calls a "4H Approach," focusing on **Habitat, High profile species, Holistic conservation** benefiting many species and **Hands-on** opportunities to involve private citizens. Examples of projects that grew out of this approach included a series of books and related programs which included "landscaping for wildlife," "woodworking for wildlife," a wildlife viewing guide and a wild bird feeding guide. These products appealed naturally to audiences like garden clubs, garden stores and birdseed manufacturers and made it easy to make the "we could do more things like this if..." argument.

They then took a strategic approach to building support for the excise tax by establishing a voluntary licensing program for wild bird food manufacturers. In return for a licensing fee their birdseed bags could feature the Teaming with Wildlife logo. While the funds received from this one industry were relatively small, this **successful voluntary program** made businesses more receptive to the Teaming with Wildlife concept and made it easier to collect business endorsements, including HB Fuller, Teaming with Wildlife's only Fortune

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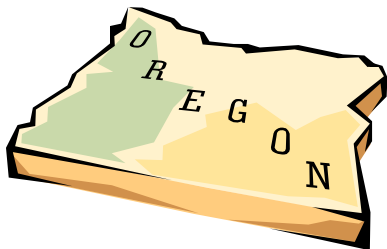
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500 Company. Business partnerships also provided new opportunities for networking. **Wild bird specialty stores** that joined the coalition brought extensive contacts in the bird watching community, **providing new opportunities for outreach.**

While good messaging and business connections gave coalition building a head start, DNR and coalition partners like the Minnesota Chapter of The Wildlife Society and the Fish and Wildlife Employees Association also employed the familiar approach of making presentations for individual clubs. They felt it was helpful to hold Teaming with Wildlife Coalition meetings, but these were always **“piggybacked” onto other subject-specific meetings** that already drew in potential partners.



Oregon's Coalition

216 organizations

Interview with:

Claire Puchy,

Former staff, Oregon Department of Fish and Wildlife

During the height of the CARA effort, the head of Oregon Department of Fish & Wildlife's Wildlife Diversity Program, Claire Puchy, dedicated about half her time to Teaming with Wildlife and brought on a contract employee to assist with the effort. The Director and commissioners of the Department of Fish and Wildlife were also deeply involved and actively helped to cement the coalition. In fact, the **Director created an expectation that all employees of ODFW should assist** Claire in "spreading the word" about Teaming with Wildlife and gathering endorsements.

Most of the organizing work was done by agency staff, with no formal steering committee, but they sought to create more than just a paper coalition, recruiting solid organizations which would remain engaged. The key recruiting technique was **personal contact** through phone calls and contacts made at **meetings and events that drew a broad audience of conservation partners.** The agency's monthly meetings with sportsmen's organizations proved to be a particularly fruitful forum.

As the coalition broadened to include a wide spectrum of organizations, the trust level increased and it became increasingly easy to bring in new members. An important tool at this point was endorsement forms sent out as inserts in agency newsletters. In some cases an **endorsement form was printed directly into informational materials** and readers were encouraged to cut it out and fax it in.

The Wildlife Diversity Program kept coalition partners actively engaged through a quarterly newsletter, "Wild Flyer." In addition to engaging articles on subjects like backyard habitat and wildlife viewing, this newsletter contained legislative updates and action alerts with specific actions that organizations and individuals could take in support of Teaming with Wildlife.

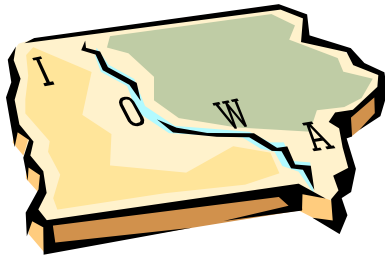
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Iowa's Coalition

243 organizations

Interview with:

Jaime Edwards

Formerly of Iowa Department of Natural Resources

The Iowa Department of Natural Resources Wildlife Diversity Program was extremely small, with a staff of just four, and little funding to address the plethora of conservation issues in the state. With such dire needs and a recent success at the ballot box (agency outreach resulted in 89% voting to protect fish and wildlife trust funds), Teaming with Wildlife was designated as a priority and the Wildlife Diversity Program team took the lead. Iowa's statewide structure of **conservation boards** in every county allowed for a direct line of communication for getting important conservation issues to the local level. This network coupled with a **constituency already primed on funding issues** by the recent ballot campaign, allowed Iowa to quickly develop a strong Teaming with Wildlife coalition. With such a broad communications network, coalition building was largely a matter of producing materials with direct conservation messages that addressed the specific resource needs of various constituent groups like landowners, educators and sportsmen.

Interest grew as these **fact sheets** and other Teaming with Wildlife materials filtered out to the local level. It was then relatively easy to pick up endorsements at events like bald eagle appreciation days, prairie festivals, and at the annual meeting of conservation boards. At one point, the IDNR held a successful **Teaming with Wildlife conference** to infuse added energy into the coalition. Additionally, when asking coalition partners to contact Congress, the Wildlife Diversity team discouraged a sole focus on needs, but instead asked them to convey why wildlife is important to them. This emphasis engaged members all year long with **activities that were fun for kids as well as adults**. In one particularly memorable case the team sent out 12"x12" squares of cotton fabric and asked people –and their children- to contribute to a "quilt for wildlife" by putting a conservation message of some sort on the fabric square. The response was so tremendous that enough wildlife-adorned squares were received to send quilts to Iowa's entire Congressional delegation.

Jaime felt that continually and consistently getting the conservation message out there, along with **attaching the Teaming with Wildlife logo** to agency materials, was important to their success. She expressed regret that the Teaming with Wildlife logo has not been closely tied to the recent State Wildlife Grants Program and the products funded with this money, since this program is the result of the substantial nation-wide Teaming with Wildlife Coalition. Additionally, State Wildlife Grants spurred the development of the state wildlife action plans that will guide future conservation efforts for at-risk species. She hopes states will not miss this opportunity to showcase these plans as a product of the Teaming with Wildlife Coalition and the hard work people put into supporting it.

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Pennsylvania's Coalition

176 organizations

Interviews with:

Jerry Hasinger

Formerly of Pennsylvania Game Commission

Eileen Butchkoski

Pennsylvania Game Commission

Thomas Ford

Pennsylvania Fish and Boat Commission

Lisa Williams

Pennsylvania Game Commission, Formerly of PFBC

Coalition building efforts in Pennsylvania were conducted jointly by Lisa Williams and Thomas Ford of the Pennsylvania Fish & Boat Commission and Jerry Hasinger of the Pennsylvania Game Commission. A grant from the Pennsylvania Wild Resource Conservation Fund allowed Lisa Williams to **focus most of her time** on the Teaming with Wildlife effort and within the larger coalition, a **smaller core group** of organizations developed to lead advocacy efforts the agencies could not. This core group included the Pennsylvania Federation of Sportsmen's Clubs (NWF Affiliate), The Nature Conservancy, Western Pennsylvania Conservancy, Pennsylvania Wildlife Society, Pennsylvania Biological Survey, Pennsylvania Audubon and other organizations which are allied with the agencies on a variety of issues. While consistently helpful, these organizations were not organized into a formal "steering committee," and Jerry in particular felt that such a formalized structure was unnecessary unless each member had a defined role to play.

Like the core group, the larger coalition was built upon a network of existing relationships. Jerry reported that **network phone calling**—asking existing coalition members to call their contacts—was a very effective way to build the coalition. Thomas reported that while PFBC did send out some form letters to lists of organizations, the most effective mailings were through a variety of **email discussion lists** already established around other wildlife issues. Existing networks of land conservancies and watershed organizations, for instance, were easy to organize through these approaches.

Several Teaming with Wildlife newsletters were produced, but **email action alerts forwarded from IAFWA** were arguably more effective as they could contain more pointed advocacy related asks and could be forwarded on an informational basis.

Since the establishment of the State Wildlife Grants Program, the larger coalition list has been seen as less important, but a core group has remained deeply involved. Pennsylvania set up a **competitive grants program** for the distribution of State Wildlife Grants funds, giving some coalition partners a direct stake in annual appropriations. At each of the recent TWW Fly-In days, Eileen Butchkoski of PGC has handled logistics and put together some basic statewide information like a **map of State Wildlife Grants projects**, but coalition partners have taken care of direct advocacy, each providing compelling stories of the projects made possible by State Wildlife Grants.

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Indiana's Coalition

154 organizations

Interviews with:

Phil Seng

D.J. Case & Associates

Monica Linnenbrink

D.J. Case & Associates

Throughout the late 1990's, the Indiana Department of Natural Resources dedicated a contract employee to coordinate the Teaming with Wildlife effort and over several years the state coalition grew to include 85 organizations. Unfortunately, the coordinator position was eliminated when the agency went through a round of budget cuts. At that point, D.J. Case and Associates (an Indiana-based communications firm specializing in natural resources conservation), stepped in to help. DJ Case had already been working on the Teaming with Wildlife issue for years, and had a strong interest in seeing the coalition succeed. Dave Case, Phil Seng, Monica Linnenbrink, and other staff took over informal **coordination of the coalition on a pro bono basis.**

While this situation may be somewhat unique, there were clear benefits to the state agency and the coalition. Most notably that DJ Case was able to **leverage business relationships** (network of clients, subcontractors and professional associations) into support for Teaming with Wildlife. The downside having this work done on a pro bono basis is that there were limits to the amount of time DJ Case could devote to it, and paying clients had to be given priority whenever time was short.

As part of the coalition, the Indiana Chapter of **The Wildlife Society established a Teaming with Wildlife Committee.** Phil Seng has been active in the chapter for years, and was named chair of this committee. The committee provides updates at all chapter meetings and in all quarterly newsletters, and requests member participation in legislative activities as appropriate. The coalition also has benefited from the reliable participation of the Indiana Nature Conservancy, Indiana Wildlife Federation, and other conservation organizations.

Efforts to recruit new members into the coalition have focused primarily on **events where leaders of organizations are present**, such as the Governor's Conference on the Environment, annual meetings of agriculture agencies and various Earth Day events.

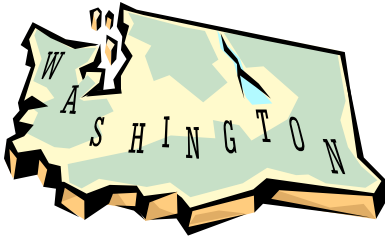
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Washington's Coalition

115 organizations

Interviews with:

Joe LaTourrette

Formerly of Washington Department of Fish & Wildlife
Rocky Beach

Washington Department of Fish & Wildlife

A **preexisting coalition** for wildlife and recreation funding and the Department of Fish and Wildlife's structure of "**advisory councils**" laid the groundwork for a successful coalition in Washington. The Non-Game Advisory Council brought together the leaders of organizations interested in non-game funding and thus served as a natural core group for TWW. These organizations used their contacts to help build the coalition and took an active role in advocacy efforts. Advisory councils for game and land management were also supportive and helped to involve a broader range of partners.

Department of Fish and Wildlife's Wildlife Diversity Director, Rocky Beach, contracted with Joe La Tourrette to develop a plan for grant allocation and to build the coalition. Having previously worked to organize the Washington Wildlife and Recreation Coalition that passed a conservation initiative in the late 1980's, Joe had the ideal set of contacts and relationships to get many of its members involved in the Teaming with Wildlife Coalition. The WWRC gained bipartisan credibility by attracting two **former governors—one Democrat and one Republican**—to its board before going public and this foundation made it relatively easy to attract a good mix of supporters. Engaging these groups helped to bestow a similarly diverse flavor to Teaming with Wildlife early on.

A **big organizational meeting** was held to launch the coalition and to discuss how funds would be allocated. This meeting helped to get the word out and to persuade sportsmen's groups that they didn't have anything to fear from Teaming with Wildlife, but beyond this solid head start, the Washington coalition grew in a typical fashion, with many **phone calls and letters** required to get on organization agendas and gradually add groups. Advisory Council members, Audubon chapters, the Pacific Joint Venture and The Nature Conservancy's legislative liaisons were all active in letter writing and meetings with the Congressional delegation, but it did take staff time to follow up and move these groups to action.

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