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New Hampshire Fish and Game Department

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Glenn Normandeau
Executive Director

April 21, 2014

Her Excellency, Governor Margaret Wood Hassan
and the Honorable Council
State House
Concord, New Hampshire 03301

Sole Source

REQUESTED ACTION

Authorize the New Hampshire Fish and Game Department to enter into a **Sole Source** contract with Judy Stokes Weber, 854 Quincy Road, Rumney, NH 03266 (Vendor #259280) in the amount of \$9,525 for the purpose of providing public participation and meeting facilitation services relative to game management planning efforts of the New Hampshire Fish and Game Department. This contract will include input into multiple public surveys and the design and facilitation of a variety of meetings, as part of the Department's comprehensive 10-Year Game Management Planning effort, from date of Governor and Council approval through December 31, 2015. Funding is 25% Other (Game Management) and 75% Federal.

Funding is available for this service and will be expended as follows, contingent upon availability and continued appropriations for State Fiscal Years 2014 and 2015, with the authority to adjust encumbrances in each of the state-fiscal years through the Budget Office if needed and justified.

03 75 75 751520-2158 WILDLIFE PROGRAM-Game Management

		<u>FY14</u>	<u>FY15</u>
20-07500-21580000-304-500841	Research and Management	\$ 2,500.00	\$7,025.00

EXPLANATION

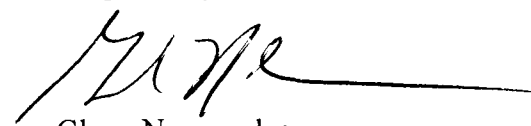
Fish and Game's current Big Game Management Plan establishes the goals and objectives for the Department's management of deer, moose, black bear and wild turkeys for the period January 2006 through December 2015. Due to the extensive public involvement and Commission approval processes, it is time for the Department to initiate the development of a new management plan for the period January 2016 through December 2025. New Hampshire's wildlife resources are held in trust by the state for the benefit of our citizenry. Therefore, it is important that the state's wildlife management plans properly balance public input and scientific rigor. Public input can be sought through a variety of means, including assorted surveys and public forums. Collection of public input requires planning, coordination, outreach and facilitation of meetings. Such processes are most efficiently and effectively implemented in consultation with a skilled professional public input practitioner with the education, training, knowledge of methods and experience to do so.

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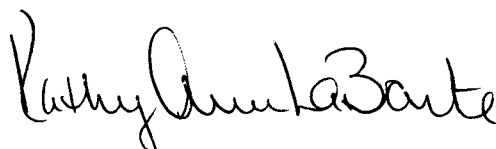
This is a sole source contract request. Judy Stokes Weber, M.S., APR is a nationally known consultant who specializes in the conservation field. Ms. Weber retired from Fish and Game's management team two years ago having worked 24 years as the Public Affairs Division Chief. She played a pivotal role in the implementation of the Department's 2005 Big Game Planning process among other Department public involvement activities. She has an M.S. in Communication Management from Syracuse University where her studies focused on "Managing and Measuring Reputation in State Fish and Wildlife Agencies". She was trained in public participation and meeting facilitation by the U.S. Forest Service in 1987 and has used these skills continuously since then. She is Accredited in Public Relations (APR) by the Public Relations Society of America, and she actively serves as a contracted member of the National Faculty for the Association of Fish and Wildlife Agencies (AFWA) Management Assistance Team's online leadership program. She also performs contract work for AFWA on subjects related to public participation and meeting facilitation.

Ms. Weber is uniquely skilled and qualified to guide Fish and Game's game management planning efforts. Her extensive involvement with previous Department plan development and her working familiarity with wildlife management methods, constituencies and issues in New Hampshire, translate into significant efficiencies for the Department. In the absence of said experience and knowledge, it would require significant staff time to inform, educate, guide and monitor the day to day activities of the individual entrusted with these responsibilities. For that reason, we respectfully request that this sole source request be approved. We believe that this contract provides the Department with the best available services for the lowest possible cost.

Respectfully submitted,



Glenn Normandeau
Executive Director



Kathy Ann LaBonte
Chief, Business Division

Subject: 10-Year Game Management Planning FORM NUMBER P-37 (version 1/09)

AGREEMENT
The State of New Hampshire and the Contractor hereby mutually agree as follows:

GENERAL PROVISIONS

1. IDENTIFICATION.

Form with fields for State Agency Name (NH Fish and Game Department), Contractor Name (Judy Stokes Weber), Completion Date (12/31/15), Price Limitation (\$9,525.00), and signatures of contractor and notary.

2. EMPLOYMENT OF CONTRACTOR/SERVICES TO BE PERFORMED. The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT A which is incorporated herein by reference ("Services").

3. EFFECTIVE DATE/COMPLETION OF SERVICES.

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, this Agreement, and all obligations of the parties hereunder, shall not become effective until the date the Governor and Executive Council approve this Agreement ("Effective Date").
3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

4. CONDITIONAL NATURE OF AGREEMENT.

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor notice of such termination. The State shall not be required to transfer funds from any other account to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT B which is incorporated herein by reference.
5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.
5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.

6.1 In connection with the performance of the Services, the Contractor shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal opportunity laws. In addition, the Contractor shall comply with all applicable copyright laws.
6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.
6.3 If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all the provisions of Executive Order No. 11246 ("Equal Employment Opportunity"), as supplemented by the regulations of the United States Department of Labor (41 C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Contractor further agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

7. PERSONNEL.

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.
7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this Agreement. This provision shall survive termination of this Agreement.
7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

Contractor Initials Y8U5
Date 04.22.14

8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

- 8.1.1 failure to perform the Services satisfactorily or on schedule;
- 8.1.2 failure to submit any report required hereunder; and/or
- 8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

- 8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;
- 8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;
- 8.2.3 set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or
- 8.2.4 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

9.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

9.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

9.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

10. TERMINATION. In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination

Report shall be identical to those of any Final Report described in the attached EXHIBIT A.

11. CONTRACTOR'S RELATION TO THE STATE. In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS. The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the N.H. Department of Administrative Services. None of the Services shall be subcontracted by the Contractor without the prior written consent of the State.

13. INDEMNIFICATION. The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$250,000 per claim and \$2,000,000 per occurrence; and

14.1.2 fire and extended coverage insurance covering all property subject to subparagraph 9.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than fifteen (15) days prior to the expiration date of each of the insurance policies. The certificate(s) of insurance and any renewals thereof shall be

Contractor Initials JSW
Date 4.22.14

attached and are incorporated herein by reference. Each certificate(s) of insurance shall contain a clause requiring the insurer to endeavor to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than ten (10) days prior written notice of cancellation or modification of the policy.

15. WORKERS' COMPENSATION.

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A ("*Workers' Compensation*").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. WAIVER OF BREACH. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

17. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

18. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire.

19. CONSTRUCTION OF AGREEMENT AND TERMS.

This Agreement shall be construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual

intent, and no rule of construction shall be applied against or in favor of any party.

20. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

21. HEADINGS. The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

22. SPECIAL PROVISIONS. Additional provisions set forth in the attached EXHIBIT C are incorporated herein by reference.

23. SEVERABILITY. In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

24. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire Agreement and understanding between the parties, and supersedes all prior Agreements and understandings relating hereto.

EXHIBIT A **SCOPE OF SERVICES**

The purpose of this contract is to engage the services of a trained and experienced public involvement practitioner to write a public involvement plan and assist in its implementation. The plan will identify and implement best practices to gather and utilize stakeholder/public input, as the game management plan is developed and presented for review and endorsement by the N.H. Fish and Game Commission. The cost is not to exceed \$9,525.

More specifically, the contractor will provide these step by step services:

Step 1: Prepare Public Involvement Plan (Summer – Fall 2014; \$1,775 – includes mileage at standard rate for one trip to Concord)

The contractor will prepare a completed plan that will contain all of the essential elements as described below. This document will provide a road map that can be reviewed and approved in advance by the Department and then implemented in easily understood steps, each building on the previous step.

To develop the Public Involvement Plan, the contractor will be guided by a standardized method described in “*The Public Involvement Handbook: Making Better Decisions Through Citizen Involvement*” by James L Creighton, and discussions with Wildlife Division staff and other key individuals in the Department. Using a team approach to inform the development of a game management plan, the plan will reflect an approach that reaches out to key conservation partners, user groups and other interested and potentially affected people for input. The elements that will be addressed in the plan fall into 3 categories: Decision Analysis, Process Planning and Implementation.

Decision Analysis will:

- Clarify the decisions being made
- Specify the planning or decision making steps and schedule
- Decide whether/when public participation is needed and for what purpose

Process Planning will:

- Specify what is to be accomplished with the public at each step of the decision-making process
- Identify the internal and external stakeholders
- Identify techniques to be used at each step in the process
- Link the techniques in logical sequence in an integrated plan

Implementation Planning will:

- Detail the implementation of individual public participation activities

Deliverables for Step 1 will include:

- Preparing for discussion with the Wildlife Division staff

- Facilitating and recording the results of the discussions
- Preparing a draft plan for agency review
- Making edits and producing a final plan
- Mileage to Concord and return @ state rate

Step 2: Provide Input into Survey Research (Summer - Fall 2014; \$500)

Working together with the Department, the contractor will assist in development of objectives for any initial survey research agreed to in the Plan, to understand the interests and values held by New Hampshire residents and various user groups. As the public involvement process continues, additional assistance from the contractor will be provided to draft discussion questions, collect input at public listening sessions described further in the Plan and assemble it for Department review.

Deliverables for Step 2 will include:

- Research to determine possible lines of questioning
- Draft question development
- Review draft final research document
- Review and discussion of online survey questions for focused hunter input

Step 3: Project Coordination/Communication With Stakeholders (Ongoing; \$1,200)

The contractor will assist in the assembly of statewide understanding of the concerns and needs of citizens related to wildlife-associated recreation (hunting, trapping, fishing and wildlife viewing) by participating in feedback sessions and structured review of draft plans prior to final plan presentation to the Fish and Game Commission. The contractor will keep the process moving, encourage participation by key groups and individuals and summarize and develop materials. Assistance will be provided to the Wildlife and Public Affairs Divisions by drafting news releases and other necessary materials to be produced and disseminated in association with the planning process. The focus of this step is to develop easy access to information about the process, issues under consideration and input opportunities. The results of the communication will maintain or enhance the good reputation of the N.H. Fish and Game Department and raise awareness and knowledge of its mission, funding and programs.

Deliverables for Step 3 will include:

- Monthly call with Wildlife Division contact
- Draft news releases, invitations and other documents as needed

Step 4: Plan and Present Public Participation Activities (Winter - Spring 2015; \$6,050 including mileage to public input sessions)

The contractor will schedule, organize, attend and run the public involvement activities selected and further described in the Plan.

Deliverables for Step 4 will include:

- Identifying and securing meeting locations
- Hosting/facilitating up to 6 meetings and activities as described in the plan
- Summarizing meeting results
- Mileage to locations associated with public input activities @ state rate

Timeline for Execution

The N.H. Fish and Game Department requires the following timeline for this planning process.

1. Initiate internal planning process to identify process (January – May 2014)
2. Develop and approve planning process document (Summer - Fall 2014)
3. Conduct public input activity (Winter – Spring 2015)
4. Complete external planning, including Commission approval (Fall 2015)
5. Initiate rulemaking based on new plan (January 2016)
6. Implement new rules under new plan (Fall 2016)

EXHIBIT B
PAYMENT

Total cost of this contract is not to exceed \$9,525.

Summer – Fall 2014; \$1,775

Summer - Fall 2014; \$500

Ongoing - \$1,200

Winter - Spring 2015; \$6,050

EXHIBIT C
SPECIAL PROVISIONS

Insurance requirement waived.

854 Quincy Road
Rumney, NH 03266

(603) 276-0016 (Cell)
(603) 786-2577 (Office)
judystokesweber@roadrunner.com

Judy Stokes Weber

Experience

1989-2012

N.H. FISH AND GAME DEPARTMENT

February 1989 – June 2012

Public Affairs Division Chief

\$ 1 million annual budget

18 full-time equivalent positions

The Public Affairs Division is one of seven Divisions in the New Hampshire Fish and Game Department. The Division's primary responsibilities are to increase awareness of the importance of conserving fish and wildlife resources and their habitats, to provide educational opportunities for teachers and students to learn about New Hampshire's outdoors, to increase participation in wildlife-associated recreational activities, and to encourage safe, legal and ethical behavior among resource users. Through a wide range of media products, public relations initiatives and marketing efforts, the Public Affairs Division builds relationships and informs and educates the public about what the Department has to offer in terms of licenses, permits, services and events. Communications products include the Department website, the *N.H. Wildlife Journal* bi-monthly magazine, *MyOutdoor TV*, a weekly television series, *Outdoor Almanac* radio program, podcast entitled *Fish and Game Radio Diner* and a wide variety of signage, exhibitry and publications. The Division also provides Hunter and Aquatic Resources Education programs, wildlife education initiatives, Barry Conservation Camp, annual Discover Wild NH Day and Hunting and Fishing EXPO and convened the N.H. Children and Nature Coalition.

Significant contributions:

- Developed and implemented an integrated strategic approach on all priority conservation communications initiatives and department issues including financial, rulemaking and legislative initiatives.
- Assisted in Department change initiative – “Adapting to Changing Times” as a member of the Guiding Coalition.
- Established a citizen involvement program, developed and facilitated a variety of policy-related issues such as fishing tournaments, Wildlife Action Planning for nongame program and big game management planning.
- Researched and established the framework for the Wildlife Heritage Foundation of New Hampshire to support the Department's mission; selected initial board and provided support/guidance to the new nonprofit.
- Played a significant role in the development of the marketing function at NH Fish and Game.

- Led the Department strategic planning mentor team to create the Department's first strategic plan.
- Transitioned a Department newsletter to a four-color magazine produced in-house that is revenue neutral.
- Developed and implemented a consistent branding and publications policy.
- Provided public relations and media coaching to senior staff; advised staff and Fish and Game Commission on legislative testimony and strategic approaches.
- Drafted, administered and monitored Division portion of biennial budget.

1979-1989

N.H. DIVISION OF PARKS AND RECREATION

January 1979-February 1989
\$40,000 annual budget

Information & Education Chief
2 full-time equivalent positions

Responsible for media relations, publications, internal customer service training of state park employee, community relations, Friends group development and management, special events planning, and liaison with tourism division.

Significant contributions:

- Collaborated with the executive director to develop and implement a strategy to assist parks operations and funding through development of Friends Groups, 501(c)3 organizations.
- Conducted and coordinated the media relations programs for the Division.
- Developed a variety of parks materials such as a series of historic site brochures and timeline poster; coordinated the planning of the 50th Anniversary of the state park system.

1975 – 1979

N.H. HEALTH AND HUMAN SERVICES DEPARTMENT

December 1975 – December 1978
No budget responsibilities

Research Assistant
6 full-time equivalent positions

Responsible for day-to-day supervision of employees who conducted quality control reviews in a short-term research project. These reviews were used to create an error-prone profile used to predict errors in medical assistance in advance, saving the state money.

Education**Syracuse University****Syracuse, New York**

Graduated in May of 2007 with an M.S. in Communications Management from S. I. Newhouse School of Public Communications, GPA 3.9 out of 4.0.

University of New Hampshire**Durham, NH**

Graduated in May of 1974 with a B.A. in Psychology, cum laude.

Certification**Accredited in Public Relations (APR)** - Public Relations Society of America**Organizational Affiliations****Rumney Ecological Systems – Pemi-Baker Land Trust / Quincy Bog Natural Area** – Board member and Communications Chair for non-profit organization, *2007 - present***The Wildlife Society** – Science Advisor and Editorial Board Member for *The Wildlife Professional* magazine, *2006 - 2008***Association of Fish and Wildlife Agencies** – Vice-Chair, Education, Outreach and Diversity Committee, *2001 - 2004* and *2010 - 2012***Recreational Boating and Fishing Foundation-** Member of the national board of directors, representing all Information and Education Chiefs in the U.S., *2002 - 2004***Northeast Conservation Information and Education Association** – Past President, Conservation Communicator of the Year *1998***Association for Conservation Information-** Past President (*2000 – 2001*), Board Member and Conference Chair; Treasurer (current)**Public Relations Society of America** - Past President of the Yankee Chapter; Accreditation Chair and Professional Development Co-chair; Yankee Chapter PRSA Ethics Officer, *2009 to 2012*, PRSSA liaison, *2011 - 2012***New Hampshire Justice of the Peace** – *2006 - present***Teaching, Consulting & Research****National Faculty** – MAT Team, Conservation Leadership Program of Study. *2006 – present.***Sole Proprietor** – Wildlife Conservation Partners. Communication, Training and Meeting Facilitation. *2012 – present.* Clients include Region 5 External Affairs USFWS, Northeast Wildlife Damage Management Research and Outreach Cooperative, Association of Fish and Wildlife Agencies, Wildlife Management Institute, Northeast Wildlife Diversity Managers.

Member – The Cooperation Company. *Conflict management and reputation management consultancy. 2010 - present*

Public Relations Society of America - Education Academy member, 2006 – present

Managing and Measuring Reputation: Best Practices in State Conservation Agencies, 2007. (Unpublished)

Communicating Conservation: Barriers, Impact and Value of Communications Management in State Conservation Agencies, 2006. (Unpublished)

Communication in the Workplace: A Qualitative Study of Employees' Experience, 2005. (Unpublished)

Furbearer Outreach Project – Association of Fish and Wildlife Agencies, Multi-state Conservation Grant directed at researching public opinion regarding trapping and implementing action plans to build support for Best Management Practices and standardized education programs.

Non-traditional Techniques for Management of Overabundant Deer Populations. DeNicola, A. J., S. J. Weber, C. A. Bridges, and J. L. Stokes. 1997. *Wildlife Society Bulletin*, 25(2):496-499.

References

Sally Guynn, Ph.D., The Guynn Group, offices in Virginia and Montana – 304-876-7988

Laura MacLean, Association of Fish and Wildlife Agencies, Washington, DC, 202-624-7744

Terence Flynn, APR, Ph.D., Assistant Professor and Director of the Master of Communications Management Program at the DeGroote School of Business, McMaster University in Hamilton, Ontario. 905-525-9140, ext. 26977