

MICHAEL FRAIDENBURG

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Michael Fraidenburg is a seasoned natural resources management expert who worked for 30 years with the Washington Department of Fish and Wildlife, both as a fisheries biologist and as an agency executive. Michael Fraidenburg's experience and expertise includes conflict resolution, workshop facilitation, commission governance, college teaching, policy making, international negotiations, executive agency management, planning, research, and program administration. Michael has a successful track record in controversial international and interstate work environments. He has extensive experience facilitating science intensive issues and, as a certified mediator, using interest-based bargaining techniques to resolve disputes over natural resources. He is able to motivate and work effectively with people in supervisory, team and peer relationships.

Currently, Mr. Fraidenburg provides consulting assistance to state agencies in strategic and operational planning, process facilitation, conflict resolution, and consulting to improve their management effectiveness. He has received state and national recognition for his work in resolving international disputes over salmon. He is the author of the book, *Intelligent Courage—Natural Resource Careers That Make a Difference*. Michael has a Masters Degree in Environmental Studies and a Bachelor's degree in Fisheries.

Education:

Masters of Environmental Studies - The Evergreen State College, Olympia, WA
B.S., Fisheries. University of California - Humboldt, Arcata, CA

Employment History:

1999 – Present	Owner, The Cooperation Company (Fraidenburg Consulting)
1999 – Present	Senior Mediator, Thurston County Dispute Resolution Center
2002 – 2010	Trustee - Northwest Fund for the Environment
2007 – 2009	Vice President of Communications, Northwest Chapter, National Speakers Association
2000 – 2004	Board Member, Olympia Child Care Center.
1998 – 1999	Policy Assistant, Habitat Management Program, Washington Department of Fish and Wildlife
1997 – 1998	Adjunct Professor, The Evergreen State College, Olympia, WA.
1995 – 1998	Executive Assistant, Washington Fish and Wildlife Commission. Commission executive and member of the agency Management Team.
1994 – 1995	Public Involvement Manager, Washington Dept. of Fish and Wildlife.
1992 – 1994	Fish Biologist/Planner, Washington Department of Fisheries.
1991 – 1992	Resource Manager, the <i>SALMON 2000 PLAN</i> , Washington Department of Fisheries
1988 – 1991	Fish Biologist, Pacific Salmon Treaty Specialist, Washington Department of Fisheries.
1969 – 1991	Washington Department of Fisheries: salmon, shellfish, marine fish, commercial, recreational, regional, state, national and international issues.
1967 – 1969	Alaska and California. Temporary jobs working with king crab, sockeye salmon, hatchery and trout management programs.

Experience

The Cooperation Company and Dynamic Solutions Group, LLC

1999 – Present

Consultant – Assist government agencies improve their management systems and working relations with stakeholders. Clients and Accomplishments:

- Western Bat Working Group—Facilitated the biennial conference, this time with the objective of providing a stock assessment of all the bat species in the West using the NatureServ protocols for conservation assessments. Accomplishment: Adoption of the NatureServ protocols for assessment and agreement of scientists on the degree of conservation risk of all species arrayed by eco-regions.
- Washington State Recreation and Conservation Office—Facilitated the public involvement and the advisory group process for the State Comprehensive Outdoor Recreation Plan for Washington State. Accomplishments: Consensus Advisory Group recommendations for improving outdoor recreation funding in Washington and the collection, interpreting, and reporting of comments from nearly 750 citizens who provided nearly 1,200 comments.
- National Rabies Management Program, US Department of Agriculture, Animal and Plant Inspection Service – Facilitate the National Rabies Delphi Workshop – Accomplishment: Creation of consensus scientific opinions about the likely spread of rabies in the nation and alternative disease elimination scenarios. Subcontractor for Responsive Management.
- Puget Sound Partnership – Facilitate the Launch Committee for the Coordinated Ecosystem Monitoring Program in Puget Sound – Accomplishment: Creation of a charter for the monitoring program and recommendations to the Leadership Council for the formation and operation of the Monitoring Steering Committee and for Technical Work Groups.
- Arkansas Game and Fish Commission strategic planning – Design and facilitate agency and public involvement events –Accomplishment: Creation of Internet and Intranet collaboration tools, formation and facilitate meetings of an agency Plan Development Team, and creating the first drafts of the plan. Subcontractor for Responsive Management.
- University of California, Berkeley – Facilitate two conservation planning meetings of the California Bat Working Group – Accomplishment: Scientific agreement on the conservation status and conservation management needs for all 25 bat species in California.
- Missouri Natural Resource Conference – Keynote address to the 600+ participants from this joint meeting of the American Fisheries Society, Wildlife Society, Society of American Foresters, and Soil and Water Conservation Society – Accomplishment: Motivational address reviewing the importance of the work of these professionals. Also delivered at this conference was a workshop on Conflict Resolution Skills for Natural Resource Professionals.
- U.S. Geological Survey – Design and facilitate the Pacific Northwest Aquatic Monitoring Partnership Implementation Metrics Workshop – Accomplishment: Participant learning about ongoing work and what it takes to improve cross-agency collaboration and created an initial plan for greater Partnership effectiveness.
- U.S. Geological Survey – Design and facilitate the Pacific Northwest Aquatic Monitoring Partnership Internet Portals Workshop – Accomplishment: Combined the opinions of technical experts and portal administrators creating consensus advice for web portal development by aquatic monitoring data practitioners and managers including an inventory of web portal applications, identification of the potential users and high priority information elements, assessment of the cost/benefit aspects of web portal implementation, and cultivated the support a community for this work.
- Boone and Crockett Club – Design and facilitate a leadership retreat – Accomplishment: Creation of a new governance structure for the Club.
- ECOTRUST, Salmon Data Access Working Group Agency Partnership Initiative – Facilitate meeting of experts developing information systems for salmon science, management, and

marketing – Accomplishment: Exploration of the potential for developing a salmon population data ontology.

- ECOTRUST, Salmon Data Access Working Group – Facilitate international meeting of experts coordination the sharing of data and information – Accomplishment: Cross-agency agreement on program priorities and the beginning ‘strategic’ plan for future collaboration.
- American Fisheries Society – Deliver a workshop on *Effective Speaking When the Heat is On* – Accomplishment: Training 23 professionals to better communicate in difficult environments.
- University of California, Davis and California Department of Fish and Game – Facilitate meetings of the Fish Screen Committee for the State of California-Federal Ecosystem Restoration Project – Accomplishment: Cross-agency agreement on how to prioritize funding for screening water diversions in California’s Central Valley Water Project.
- Smith-Root, Inc. – Facilitate partners meeting to define acceptable scientific evaluation of non-lethal control measures for marine mammal predation on salmon in the Pacific Northwest – Accomplishment: Agreement among federal, state, and non-governmental organizations on seven action items for an acceptable research protocol.
- Instream Flow Council – Design and facilitate their conference on improving sustainable use of waters in the U.S. and Canada – Accomplishment: U.S. and Canadian professional staffs around a mission for their collective work to preserve North American water resources – This work was a follow-up to facilitation of the first National Conference on Instream Flow Program Assessment in 1998.
- University of Washington, School of Fisheries – Facilitate symposium on managing nearshore, marine reef fisheries – Accomplishment: Sufficient agreement on the management challenges that nine symposium participants were able to author, *The Challenge of Managing Nearshore Rocky Reef Resources* published in *Fisheries* (33)4, April 2008.
- Washington Governor’s Office, Office of Regulatory Affairs – Facilitate development of their strategic plan – Accomplishment: Agreement among autonomous programs about a way forward for this award-winning program.
- U.S. Fish and Wildlife Service – Facilitate the government-stakeholder conference, *Working Together to Conserve the Waters of the Greater Yellowstone Area* – Accomplishment: Teambuilding to prevent aquatic invasive species damage.
- Muckleshoot Tribe – Teach conflict resolution skills and project planning skills to tribal fisheries staff – Accomplishment: Improved inter-governmental and intra-tribal cooperation skills.
- U.S. Fish and Wildlife Service Strategic Planning – Facilitate strategic planning for the Fish and Wildlife Partnership and the Coastal Partnership Programs – Accomplishment: Creation of staff and stakeholder input for inclusion in the strategic plan.
- Pacific States Marine Fisheries Commission and the Western Regional Panel – Facilitate joint agency meetings on zebra mussels – Accomplishment: Create the first rapid response plan for zebra mussels in the Columbia River Basin.
- Colorado Division of Wildlife – Prepare their Comprehensive Wildlife Conservation Strategy – Accomplishment: Prioritization of ‘non-game’ and sensitive species management needs and make the state eligible for federal funding for these species.
- Colorado Division of Wildlife – Facilitate conflict resolution and strategic planning for the Ranching for Wildlife Program – Accomplishment: Complete revision of the rules governing landowner sale of hunting opportunities for big game and public access to hunting on private ranch land.
- Atlantic States Marine Fisheries Commission – Facilitated strategic planning for the Commission – Accomplishment: Substantive agreement among the 15 Atlantic coast states for a revised strategic plan to guide their cooperation.
- Washington Department of Fish and Wildlife, Wildlife Management Division – Facilitated stakeholder evaluation of hunting programs on private lands and development of policy

- recommendations (i.e., the Private Lands Wildlife Management Areas) – Accomplishment: Revision of the rules governing public hunting access on private land.
- University of California, Davis, Department of Environmental Science and Policy – Facilitate stakeholder meetings for an aquatic nuisance species management plan – Accomplishment: Information sharing between government agencies and stakeholders about content to include in a state aquatic invasive species management plan.
- California Department of Fish and Game, Habitat Conservation Planning Branch – Facilitate the Workshop on Captive Propagation and Sale of Native Reptiles and Amphibians in California – Accomplishment: Information sharing between government agencies and stakeholders about content to include in a state management plan for native reptiles.
- Thurston County Dispute Resolution Center – Facilitate Board of Directors’ strategic planning meetings and staff work planning sessions – Accomplishment: Revised strategic plan.
- Arkansas Game and Fish Commission – Facilitation and training on effective executive leadership for the Commission, agency director, and agency executive staff – Accomplishment: Commission-Agency Director agreement on roles and boundaries of their respective management purviews.
- California Department of Fish and Game, Aquatic Nuisance Species Program – Facilitate the International Scientific Review Panel review of the *Caulerpa taxifolia* eradication program – Accomplishment: Agreement on 17 recommendations for improving the state-federal eradication program.
- Western Regional Panel of the Western Governor’s Association – Facilitate the National Invasive Species Screening Workshop – Accomplishment: Three agreements among diverse government agencies, non-governmental agencies, and private corporations about the need for, the guiding principles of, and a first definition of roles and responsibilities for managing intentional introductions of non-native species in the U.S.
- Alaska Department of Fish and Game - Sport Fish Division – Facilitate strategic planning – Accomplishment: Revised strategic plan for sport fishing in the state.
- Alaska Department of Fish and Game - Wildlife Division – Facilitate strategic planning – Accomplishment: Revised strategic plan for hunting in the state.

Thurston County Dispute Resolution Center 1999 – Present
 Senior Mediator – Mediate two-party, multi-party, and victim-offender disputes in the topic areas of community, workplace, and environmental conflict – Chief Accomplishment: Conflict resolution in several elementary schools in the community.

Northwest Chapter, National Speakers Association 2007 – Present
 Vice President of Communications – Member of the board responsible for the fiduciary and strategic direction of the organization and the specifically for marketing and outreach – Chief Accomplishment: Participant role in increasing membership.

Northwest Fund for the Environment 2002 – Present
 Trustee – Member of the board responsible for the fiduciary and strategic direction of the organization and participation in grant making – Chief Accomplishment: Participant role creating revised grant-making procedures to be more ‘user-friendly’ for grant seekers.

Olympia Child Care Center 2000 – 2004
 Board Member – Member of the board responsible for the fiduciary and strategic direction of the organization – Chief Accomplishment: Participant role in transitioning the board form ‘hands-on’ to executive leadership function and resolving intra-board conflict.

Habitat Management Program, Washington Department of Fish and Wildlife 1998 – 1999
 Policy Assistant – Responsible for improving water access area management – Chief Accomplishment: Implementation of the new funding initiative, *Access Stewardship Licenses*.

The Evergreen State College, Olympia, WA 1997 – 1998
Adjunct Professor – Teach fish and wildlife management in the Masters of Environmental Studies Program – Chief Accomplishment: Students who have gone on to responsible careers.

Washington Fish and Wildlife Commission. Commission executive and member of the agency Management Team 1995 – 1998
Executive Assistant – Executive manage the logistical, public relations, and administrative/legal obligations of the Commission – Chief Accomplishment: Revision of the agency governance process after merger of formerly separate Departments of Fisheries and Wildlife via facilitating agreement and writing two governance documents: “Commission/Director Roles Policy” and the “Director’s Delegation of Authority Memorandum.”

Washington Dept. of Fish and Wildlife 1994 – 1995
Public Involvement Manager – Manage the Public Involvement and Graphics section of the Department – Chief Accomplishment: Increasing the ‘demand’ for these functions in the agency.

Washington Department of Fisheries 1992 – 1994
Fish Biologist/Planner – Manage the planning activities of the Department – Chief Accomplishment: Adjunct research staff for the U.S. Fish and Wildlife Service’s Management Assistance Team conducting fish and wildlife agency performance reviews in New York and Pennsylvania.

The SALMON 2000 PLAN, Washington Department of Fisheries 1991 – 1992
Resource Manager – Supervised development of Washington’s Salmon 2000 enhancement plan (Engrossed Senate Bill No. 6647) which imposed a requirement on the Department to double the salmon catch in the state – Chief Accomplishment: Made the case, without controversy, that the legislated intent was infeasible and unwise – the Seattle Post Intelligencer called this plan “remarkable.”

Pacific Salmon Treaty Specialist, Washington Department of Fisheries 1988 – 1991
Fish Biologist – Scientific lead for the Department and U.S. Chair of the U.S./Canada Chinook Technical Committee – Chief Accomplishment: Documentation of a major, international chinook salmon conservation problem and creation of non-partisan, scientific advice for international negotiations – received the U.S. delegation’s recognition for “...leadership and dedication [that] sets a high standard to be followed@ and received the agency Director’s Commendation Awards in 1985 and 1986 – this work was the breakthrough issue allowing the parties to successfully negotiate the Pacific Salmon Treaty, it became the model for resolving a similar controversy in the Great Lakes, and this analysis is being used as a case history for teaching at Cornell University.

Washington Department of Fisheries 1969 – 1991
Biologist (several ranks) – salmon, shellfish, marine fish, commercial, recreational, regional, state, national and international issues – Chief Accomplishment: Detected a major bias in Puget Sound sport salmon catch statistics that led to a 20 percent increase in allowable catch and a \$1,000,000+ cooperative state/tribal study to improve estimation methods.

Alaska and California 1967 – 1969
Temporary jobs – working with king crab, sockeye salmon, hatchery and trout management programs – Chief Accomplishment: Supervision of three field crews collecting salmon management and research data at remote locations on Kodiak Island, AK.

Professional Affiliations:

- ♦ Certified Fisheries Professional – American Fisheries Society
- ♦ Certified Mediator – Environment, Public Policy, and Community Subject Areas – Washington Mediation Association
- ♦ Certified Mediator – Two-Party, Multi-Party, Family, Victim/Offender Subject Areas – Thurston County Center for Dispute Resolution
- ♦ Member – National Speakers Association

Selected Publications:

- ♦ Intelligent Courage—Natural Resource Careers that Make a Difference. Krieger Publishing, 212pp.
- ♦ 57 Tips for Create a Natural Resource Career That Makes a Difference. 2005. Available from M. Fraidenburg, 5432 Keating Rd. NW, Olympia, WA 98502, E-mail: fraid@earthlink.net.
- ♦ “Snooze Alarm! - Avoiding PowerPoint7 Pitfalls.” 2005. American Fisheries Society 2005 Annual Meeting Website (http://www.wdafs.org/Anchorage2005/Power_Point_Article.pdf) and Fisheries (due out in May 2005).
- ♦ Diagnosing Conflict: Skills for the Natural Resource Professional. 2004. Fisheries 29(11): 20-29. American fisheries Society, Bethesda, MY.
- ♦ How to Work With a Commission. 2001. Fisheries, 26(2):19-26. American fisheries Society, Bethesda, MY.
- ♦ Understanding Teams - Effective Participation in a Group. 1996. Public Involvement Division, Washington Department of Fish and Wildlife, Olympia, WA.
- ♦ Ski Patrol Principles that Make the Mountain (and your resource program) Function. 1995. Wildlife Society Bulletin 23(1):294.
- ♦ Conveying Your Plan through Effective Instructions. 1995. Wildlife Society Bulletin 23(4):799-800.
- ♦ Arrrgh! This can't be Happening to me, or How to Manage Crisis. 1995. Fisheries 125th Anniversary Issue.
- ♦ Getting the Most from Professional Meetings. 1995. Fisheries 20(3) - 2 parts.
- ♦ “Are You Satisfied? - Measuring Recreational Salmon Angler Satisfaction Using WDF Port Sampling Programs”. 1994. Technical Report, Washington Department of Fisheries, Olympia, Washington.
- ♦ “A Delphi Assessment of Chinook and Coho Salmon Hooking Mortality.” Washington Department of Fisheries Technical Report Number 94.
- ♦ “The Concept of Salmon Stock Viability From A Harvest Manager's Perspective.” Anadromous Fish Law Memo (28), October, 1984.
- ♦ “The Game's Afoot - The Dynamics of International Conflict Over Salmon”. A thesis submitted in partial fulfillment of the requirements for the degree of Master of Environmental Studies, The Evergreen State College, 1991.
- ♦ “Wild Chinook Salmon - An international Conservation Challenge.” North American Journal of Fisheries Management 5: 311-329, 1985.
- ♦ “The New Politics of Natural Resources - Negotiating a Shift Toward Privatization of Natural Resource Policymaking in Washington State.” Northwest Environmental Journal, 1989.
- ♦ “Predicting the Oregon Production Index of Coho Salmon (*Oncorhynchus kisutch*) Abundance Using Troll Fishery CPUE. Washington Department of Fisheries Technical Report Number 77, 1983.
- ♦ “Washington's 1983 Pink Salmon Troll Fishery Gear Selectivity Study.” Washington Department of Fisheries Progress Report Number 224, 1985.
- ♦ “Potential Use of Scale Growth Patterns for Identifying Washington Coho Salmon (*Oncorhynchus kisutch*) Stocks. Washington Department of Fisheries Progress Report Number 187, 1983.
- ♦ “Estimating Boat-Based Fishing Effort in a Marine Recreational Fishery.” North American Journal of Fisheries Management 4: 351-358, 1982.

- ♦ First Estimates of Natural Mortality for Yellowtail Rockfish.” Transactions of the American Fisheries Society 110; 1981.
- ♦ Yellowtail Rockfish, *Sebastes flavidus*, Length and Age Composition Off California, Oregon and Washington in 1977.” Marine Fisheries Review, March-April, 1980.
- ♦ “Biological Statistics of Yellowtail Rockfish (*Sebastes flavidus*, Ayres) in the Northeast Pacific.” Washington Department of Fisheries Technical Report Number 55, 1980.
- ♦ “Effect of a Bag Limit Reduction, Early Season Closure and Gasoline Shortage on the 1979 Washington Ocean Salmon Sport Fishery.” Washington Department of Fisheries Progress Report Number 114, 1980.
- ♦ “1974 Recreational Fisheries at Four Jetty and Breakwater Sites in the Grays Harbor and Columbia River Mouth Areas.” Washington Department of Fisheries Technical Report Number 18, 1976.
- ♦ “Factors Influencing the Availability of Shelf Rockfish (*Sebastes* sp.) to Trawl and Hydroacoustic Gear.”
- ♦ “Minimum Estimates of the All Nation Removals, North American Trawl Species Composition and CPUE for ‘Other Rockfish’ in the Northeastern Pacific Ocean.” Washington Department of Fisheries Technical Report Number 94, 1977.
- ♦ “Economic Evaluation of Washington’s 1967 Troll Salmon Fleet.” Bulletin 8, Pacific Marine Fisheries Commission, Portland, Oregon, 1972.