

# Management

# TRACKS



News from the Organization of Wildlife Planners

## OWP Launches New Website

By Bill Romberg, Alaska Department of Fish and Game

The redesign of the OWP Website, aimed at making it a more effective communication and networking tool for member organizations and agencies, is now a reality. In late August, OWP officially launched a completely new Website under its existing domain name, [www.owpweb.org](http://www.owpweb.org).

The new Website, built by Silvertip Productions, Inc., under the direction of the Website redesign committee and OWP Executive Committee, provides OWP member organizations and wildlife agency professionals quick and easy access to OWP resources. These include OWP contacts and online directory, training opportunities, technical services, annual meeting information, etc.

The new Website also greatly enhances internal OWP communications and organizational management via a secure "Members Area"—an OWP intranet providing a centralized information management system for housing records and reports, as well as committee work pages.

Launch of the new Website is the culmination of over two years of effort that started in May 2003 when the OWP Communications Committee met to review and prioritize a list of suggestions for Website changes developed by the Executive Committee and OWP members. The committee decided that a complete redesign

of the Website would be needed if the organization was to add the more advanced features and functions that were desired.

Development of a plan and design for the new Website, along with selection of a Website contractor, began in winter 2004. OWP committed \$4,500 to the project at the May 2004 annual meeting. The project's completion was contingent upon securing additional funding to cover the \$9,000 final bill. This was achieved in October 2004 when OWP received a multi-state grant from the International Association of Fish and Wildlife Agencies (IAFWA).

In addition to the information provided previously, the new Website includes many new features and resources that enhance information sharing and opportunities for multi-state collaboration among wildlife management agencies. Selected features and highlights include:

- A publications archive—PDF copies of all OWP annual meeting proceedings and newsletters dating back to 1979.
- Wildlife agency and member organization search functions—one-stop shopping for links to any North American wildlife agency (via IAFWA) and any member organization with a Website.
- A Planning Resources section—a featured portion of the Website containing products and resources for

the wildlife agency planner, such as a link to IAFWA CWCS planning resources, agency strategic plan database (in development), lists of publications and other resources, etc.

- A "Members Area"—a password-protected section of the Website for OWP member organizations containing an online membership directory, OWP Expertise directory, committee work pages, e-mail discussion list, OWP file archive, and more.

OWP encourages members and affiliated organizations to visit the new Website and provide feedback to the webmaster on edits that need to be made or new information that could be provided.

The new site is not 100 percent complete. A few pages are still under

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# The Prez Sez...

## *A few words from our president*

By Larry Gigliotti, South Dakota Game, Fish and Parks Department

The responsibility for the 2005 Annual Conference and Meeting in South Dakota is behind me, and although it was a lot of work, I'm appreciative of the experience. I'm glad that many of you were able to join us in South Dakota. Hosting the OWP Conference has also caused me to reflect on past conferences and to really appreciate the effort that goes into such an event...and to think as well about the future of OWP. The Annual Conference is the most important benefit of being an OWP member; however, attendance has dropped off somewhat over the past four or five years.

We want to continue making the OWP Annual Conference a quality event, but dwindling attendance makes it difficult for a small organization like OWP to muster the necessary resources (the conference is only partly covered by registration fees, with the remaining amount normally contributed by the host state). The OWP Executive Committee has been grappling with this issue, trying to better understand why attendance is down and what can be done to correct the situation.

There are two general approaches to increasing attendance at OWP conferences. One approach would be to increase the number of participants from each member agency, and another would be to increase the number of member agencies. A main strategy for both approaches will be to increase the relevance of the conference topics to current issues faced by wildlife agencies. Given that many wildlife agencies have budget problems, the decision to send one or more persons to an out-of-state conference will face a considerable amount of scrutiny each year, begging the question, "What benefits will our state receive if we send someone to the OWP Conference?"

The next few years you can expect to see some creative attempts to increase attendance. The 2005 conference focus



on the Comprehensive Wildlife Conservation Strategies/Plans was an attempt to select topics relevant to current issues, and a few new participants came that normally would not have attended. The 2006 conference will be held in Canada in an attempt to bring in new members from Canada. And we are exploring the idea of occasionally co-hosting the conference with other organizations.

However, the overriding strategy will be to continue to make topics relevant to current issues faced by fish and wildlife agencies. My vision for success is these agencies saying, "How can our agency afford *not* to be a member of OWP, and how can we afford *not* to send one or more people to the annual conferences?"

As president of OWP, my plan is to focus on ways to revitalize the organization. Since we are an affiliate organization of the International Association of Fish and Wildlife Agencies (IAFWA), my strategy will be to engage IAFWA's assistance in finding ways to increase the importance and relevance of OWP to fish and wildlife agencies. If IAFWA becomes involved in helping us identify priorities, then it is more likely that agency directors will

*Continued on next page*

# Views on the Comprehensive Wildlife Conservation Strategy/Plan

By Larry Gigliotti, South Dakota Game, Fish and Parks Department

To continue receiving relatively new federal funding for rare species work, each state and territory was required to prepare a plan that addressed the needs of all fish and wildlife species, with a priority on species in greatest need of conservation. By now these plans should be completed or nearly completed to meet the October 1, 2005 deadline. To say that this was a huge, daunting task is an understatement (as those of you who were involved are well aware). However, from a planning perspective it was a very wise federal requirement, and from a conservation perspective it is an important step in the right direction.

Each state will now have a reference document that contains information on wildlife distribution and abundance, key habitats, identified threats to wildlife and the habitats they depend on, strategies for dealing

with these threats, plans for monitoring species and habitats, and a procedure for keeping the document updated. In addition, the process required public involvement and coordination with tribes and other entities that deal with wildlife and their habitats, thus building an effective network for future conservation actions. This reference document will be an excellent guide for selecting projects to fund, communicating the big picture to the public and legislators, and identifying appropriate performance measures to demonstrate effective progress on a more comprehensive level. This document elevates the role that planning has to play in the conservation efforts for all species, especially non-game species.

It is important to remember that October 1 is not the end of our hard work, but rather the beginning. The document itself does not accomplish any on-the-ground work; it is instead a guide for

developing various action plans and funding projects. To reap the benefits of all the hard work that went into developing the Comprehensive Wildlife Conservation Strategy/Plan, it is critical that the document become an integral and visible part of developing action plans. All future projects funded for species of conservation need must show a connection to the Comprehensive Wildlife Conservation Strategy/Plan. Over time, like pieces of a jigsaw puzzle coming together, the various funded projects should begin to show a picture of accomplishing the comprehensive goal of conserving biological diversity.

What does all this mean for OWP? One word: "Opportunity"—opportunity to stay relevant and of value to our agencies. OWP's future lies in finding ways to be involved in the planning aspects of issues that are current and important to our respective states.

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## Prez Sez

*(Continued from page 2)*

ensure that they have representation at our annual conferences. For example, IAFWA has identified leadership development as a priority for the Management Assistance Team (MAT). Are there ways for OWP to reconnect with MAT with either leadership development or with some of the responsibilities that MAT can no longer provide?

However, in asking these types of questions we must also ask ourselves if we are willing to listen and consider the advice that we may hear. Is OWP, known as an advocate for change, also capable of change itself should the times and situations dictate? Only time will tell.

## CWCP/S: The National View

By Chris Burkett, State Wildlife Grants Liaison

October 1 is quickly approaching and a lot is happening with the Comprehensive Wildlife Conservation Strategies. So far, the National Advisory Acceptance Team (NAAT) has reviewed strategies from North Carolina, the U.S. Virgin Islands, Arizona, Utah, Michigan, and Wyoming. Strategies from Illinois, Kansas, Oklahoma, and North Dakota will be reviewed in September. Others may be reviewed as well if they arrive in time to be added to the agenda. From this early work, the NAAT created a set of Lessons Learned, which was distributed to states to help them put the finishing touches on their strategies.

At the national level, the U.S. Fish and Wildlife Service (FWS) is working to host a news conference in October to promote the State Wildlife Grants program, and the International Association of Fish and Wildlife Agencies (IAFWA) has been hosting a Web-based presentation discussing the latest polling data and messaging strategies. Finally, working with IAFWA, the FWS has developed a convention-style display that will be used to promote the State Wildlife Grants program and the state strategies at several events during the coming year.



# Field Notes



## EASTERN REGION

### Tennessee

*Barry Summers*

The Tennessee Wildlife Resources Agency (TWRA) is in the midst of creating the 6<sup>th</sup> edition of its Strategic Plan. The Plan is divided into nineteen program areas (deer, turkey, reservoirs, endangered species, etc.) and the program chairs are meeting with their committees to draft the plan. We kicked things off in March with a great day of training by Dwight Guynn from the IAFWA Management Assistance Team.

The completion of our Comprehensive Wildlife Conservation Strategy is taking longer than we anticipated. We had planned on doing a presentation for the Commission at its August meeting; now we'll be presenting the CWCS at the September meeting, just a few days before the deadline. Our plan is closely linked to our Geographic Information System and includes the ability to model habitats, threats, and populations in determining the species of greatest conservation need. We partnered with The Nature Conservancy for the development of the CWCS, and they have provided a lot of valuable expertise.

Tennessee's governor has expressed an interest in land acquisition, leading to yet another major planning effort. TWRA has the lead in determining which land is most important, what is available for purchase, and how much it costs. Through a partnership with State Parks, Natural Heritage, Forestry, and others, we are developing a sharp focus on lands that the State should acquire.

### Kentucky

*Lynn Garrison*

Completing the Comprehensive Wildlife Conservation Strategy (CWCS) continues to be a high priority for the Kentucky Department of Fish and Wildlife Resources (KDFWR). We plan to submit our CWCS on or near September 15.

Over the past 3 months the department had several staff changes. Commissioner C. Thomas Bennett retired at the end of May. During his 11-year tenure with the department he started many innovative initiatives, including elk restoration, the Copperbelly Watersnake Conservation Agreement, and the Green River Conservation Reserve Enhancement Program. Dr. Jonathan (Jon) Gassett is the KDFWR's new commissioner. Dr. Gassett studied deer for his master's and Ph.D. degrees. One of his primary goals is to increase land acquisition for conservation and access to wildlife-associated recreation. He has worked for the department for six years, most recently as director of the Wildlife Division.

The promotion of Jon Gassett to Commissioner left the director of the Wildlife Division position open. Jim Lane is the new Division Director for Wildlife. Jim has 10 years of experience in state government, including six with the KDFWR. In his last position as Program Coordinator, he was responsible for Turkey, Permits, and Furbearers in the Wildlife Division.

A large number of our biological and technical staff has also retired this year. We have reached the point that many wildlife agencies have discussed, where a big group of people reach retirement age over a short period of time.

## WESTERN REGION

### Arizona

*Sherry Crouch*

Jeff Sorenson, Arizona's CWCS planner, received Commission approval of and has submitted our CWCS plan. Now that he's completed that huge task (with the assistance of several hard-working team members), Jeff has returned to his position in the Nongame Branch.

Ty Gray has been promoted into a new position in Arizona's Field Operations Division. Ty is the former Arizona Responsive Management Coordinator who took over the Heritage Administrator position (overseeing AGFD's lottery funding) last year, along with his RM responsibilities.

Scott Gurtin is our new Responsive Management Coordinator. Scott has worked for the Department for many years, most recently in fisheries research.

### Utah

*Dana Dolsen*

The UDWR successfully submitted its Wildlife Conservation Strategy to the National Acceptance Advisory Team on June 30. Dr. John Organ, USFWS, has invited several states (including Utah) to present their CWCSs as part of a panel at The Wildlife Society's national conference this September in Madison, Wisconsin.

We are now focused on determining whether UDWR needs to develop a process for identifying how to decide upon implementation priorities for Utah's CWCS. If so, we will draft a process proposal that may be further revised and/or refined in dialog with our Implementation Partners, comprising governmental agencies and private organizations.

Something to think about...

# Integrating Information in Planning

By Arlen Harmoning, North Dakota Game and Fish Department

“The best planning effort in the world is nothing but a process without adequate information.” I’d like to add to that statement, taken from Dave Ives of the Wisconsin DNR, that being able to manage that information, and providing access to that information for the people who can put it to best use in their jobs, is extremely important. It is certainly worthy of our attention as an organization that strives to make fish and wildlife management agencies more effective.

Managing information with computer systems is an area that I’ve dabbled in over my career, but recently I’ve come to more fully realize the link between the new technological capabilities and our agency’s planning efforts. I’d like to share a couple thoughts with my fellow planners that will hopefully stimulate further discussion.

Managing information, taken to the next level, means integration. They may be one and the same, just two different ways of looking at it, but we need to think of integration of information as it applies to our planned management systems and to linking our various information-gathering systems. OWP applied business principles to the management of game and fish agencies with the development of our comprehensive management system model. I believe wildlife planners need to become more aware and facilitate the integration of business intelligence software into our agency’s planning systems to continue to make our agencies more effective.

The North Dakota Game and Fish Department has made some progress in managing (integrating) information, but the area I’m most excited about deals with those who need it getting access to that information. In brief, our applications use the Internet, but users are not

just accessing reports. The applications employ OLAP\* cubes, which allow users access to different summarizations of information (or other analytics) along predetermined dimensions. It’s sort of like serving up the same information in a multitude of hierarchical levels to satisfy the needs of a wide variety of users.

For example, a director accessing an OLAP cube of “agency budget and expense information” can review the data summarized at the agency level with just a couple of mouse clicks, while a project manager can explore just the information pertinent to his or her area of responsibility in much more detail by drilling down into the various dimensions or categorizations. Users can even gain access to the individual records that make up the view of information at the level they’ve chosen. Using the same budget and expense example as above: If the summarized data reveals an over-budget situation, a project leader can review all expenses charged to the project to determine corrective actions.

I’d like to close with another quote from one of our organization’s early leaders (I think it was Doug Crowe, then of Wyoming Game and Fish). It was probably never on paper, but it’s stuck with me over the years: “Planning is easy. Implementation is a bitch.” I’d like to offer my assessment that, as wildlife planners, we need to be cognizant of how to use technology, not just to produce nice-looking plans and presentations, but to really enable and enhance the implementation and functioning of our planning efforts.

\* OLAP stands for On Line Analytical Processing. My intention with using this technical term is to emphasize that wildlife planners should be communicating with agency staff that do understand these terms...and themselves come to understand them.

Screen capture of big game harvest information. The column dimension is decades, which drills down to year. The row dimensions show species, with special big game drilled down to seasons, and bighorn sheep drilled down to unit. There are further row dimensions, and the user can also choose from several types of graphical displays.

DECADE	70	80	90							
SPECIES	SEASON ASSIGNED TO HUNT	UNIT ASSIGNED TO HUNT	TOTAL PROJECTED DAYS OF HUNTING	PROJECTED NUMBER OF ANIMALS TAKEN	PROJECTED TOTAL HUNTERS	TOTAL PROJECTED DAYS OF HUNTING	PROJECTED NUMBER OF ANIMALS TAKEN	PROJECTED TOTAL HUNTERS	TOTAL PROJECTED DAYS OF HUNTING	PROJECTED NUMBER OF ANIMALS TAKEN
Deer	*		87757	11233	68219	206801	47248	90851	417128	63069
Pronghorn	*				1948	2852	838	2548	6552	2829
Elk	*				237	1272	185	699	4138	444
Moose	*		96	38	728	2478	688	1874	4172	1257
Special Sagsaw	B	*			3	3	3	9	25	9
Bighorn Sheep	B1	*	7	5	24	81	24	36	136	34
	B2	*	25	10						
	None	*	27	11						
Wild Turkey	Combination Chart	*	22	14	34	62	18	31	188	31
	Horizontal Bar	*								
Turkey	Pie Chart	*	189	82	2282	4848	1414	3075	7278	2888
	Score Chart	*			2648	7842	2521	62825	4333	7181

# Book Reviews

## Awakening Corporate Soul: Four Paths to Unleash the Power of People at Work

By Erik Klein and John B. Izzo, Ph.D., 1999, Fairview Press

Reviewed by Teri Arnold, Alaska Department of Fish and Game

*Awakening Corporate Soul* is an inspiring and practical guide that describes how to create a satisfied, motivated, and committed workforce. The book includes exercises for awakening “Corporate Soul” via four paths: The Path of Self, which teaches why passion is critical; The Path of Contribution, which teaches why making a difference makes all the difference; The Path of Craft, which teaches the details that make a difference; and The Path of Community, which teaches why team-building won’t save your company.

The authors state, “When an organization’s soul sleeps, the people in that organization lose the sense of their purpose and place in the market. They become fundamentally impaired, going through the motions of their work without the breath of life.” They caution that Corporate Soul is not workers praying in corridors or Gregorian chants filling the lunch room, or worse, hearing motivational slogans while you are on the telephone on hold; it is not a theo-

logical concept. But it *is* “foremost an experience of touching a deeper level of vitality, inspiration, meaning, and creativity—more than just ‘doing my job’ implies. It is about bringing the deepest and most dynamic energies into work.”

This could be an important book for any leader or manager who wishes to build a strong agency culture where personal values and organizational goals can be aligned. The exercises in the book help readers discover how to “walk the talk” before they begin to model it. As I read the book, it struck me how OWP members are often the ones who model exactly the kind of behavior the authors describe as necessary to have Corporate Soul in the workplace. (Keep it up, you Coyote-Dawgs!) And if you find yourselves low on oil for your lamps, go to this book for inspiration. It’s an easy read, a book that you can pick up and absorb for just a few minutes to gain encouragement and motivation for the rest of the day.

## Second Innocence: Rediscovering Joy and Wonder

By John Izzo, Ph.D., 2004, Berrett-Koehler Publishers, Inc.

Reviewed by Michele Beucler, Idaho Department of Fish and Game

John Izzo’s second book, *Second Innocence*, seems an excellent complement to *Awakening Corporate Soul*—yet it also stands strongly on its own. Whereas his first book focuses on people within a workforce, this book is a personal guide to reanimating four realms of our lives: daily life, work, love, and faith.

Izzo contends that people have two basic approaches to living: one of innocence, or one of cynicism. He writes, “. . . the happiest, most joyful and purposeful people I know have an innocence about them. Not a childish

innocence, not a pie-in-the-sky optimism, but an innocence that knows the harsh things that are true of the world and chooses nonetheless to live with hope.” Once readers understand the concept of second innocence, they discover how to reclaim it within their daily lives, jobs, relationships, and faith. In the final chapter, Izzo makes simple suggestions on how to begin this reclamation, and states that by doing so, “We can change the world, and fires always begin with a tiny spark.”

The book is a collection of Izzo’s insights on personal experiences—both

## New Website

*Continued from page 1*

construction due to the amount of research and content development needed. For example, the Planning Resources section of the Website—which is to contain a planning links page, planning and human dimensions literature resource lists, and other tools and resources for wildlife agency professionals—is still in development and will be made operational later this year.

In the coming year, the Website committee will also be discussing several new proposals for further enhancements to the site, with the goal of making the site a central location for information on wildlife planning efforts in North America. Indeed, the database-driven structure of the new Website provides considerable future opportunities for OWP to expand its information sharing and hosting related to wildlife planning.

Stay tuned for additional announcements (via the OWP listserv) related to the completion of the Website, as well as instructions for accessing and using the new “Members Area” section. Questions or comments? Contact Bill Romberg at [william\\_romberg@fishgame.state.ak.us](mailto:william_romberg@fishgame.state.ak.us) or 907-267-2366.

tragic events (e.g., unexpected deaths of loved ones) and seemingly mundane tasks (e.g., his first job licking stamps). In addition to the stories and insights, he poses thoughtful questions for the reader to consider. Izzo’s style is grounded, human, and easy to read.

I bought this book because I happened to meet the author at the Calgary convention center. In retrospect, it was serendipity—one of those tiny sparks—as I had been feeling cynical and snappish. Izzo’s messages resonated with me and slowly, by following his guidance, my giggle is returning.

## ***MAT Develops Leadership Development Toolbox for State Fish and Wildlife Agencies***

The IAFWA Management Assistance Team (MAT) is designing a leadership development “toolbox” for the states. The toolbox is both a program model template and a collection of tools to make delivery simpler and more cost efficient. MAT reviewed several dozen of the most highly regarded professional development programs in the country, spanning private corporations, universities, and government. And we didn’t leave out gleaning from within our own profession. For example, the Texas Parks and Wildlife Department’s award-winning “Natural Born Leaders” program is an excellent resource.

In addition to a MAT review of other leadership programs, the curriculum areas for the state toolbox are being developed in large part as a response to a survey earlier this year of all the state fish and wildlife agency directors. A gap analysis compared those leadership areas that directors regarded most important to the success of their agencies against those areas most needing improvement.

The program template consists of eight critical components:

1. Agency Preparation—Readiness questionnaire
2. Assessments—to learn of potential weaknesses, styles, strengths, and leadership growth areas
3. Pre-work—online discussion boards with discussion leaders, readings, etc.
4. Curriculum—Leadership trainings, workshops, etc.
5. Experiential—Projects to apply learning, stretch jobs, etc.
6. Mentoring/Coaching—Participants or groups matched to mentors
7. Evaluation—Participant and program evaluation
8. Closing—Recognition of participants, networking, etc.

MAT will submit a detailed outline of key components of the states’ leadership development program and projected timelines for tool availability to the IAFWA Leadership and Professional Development Committee at the annual meeting in September in Nashville. For more information, contact Sally Guynn at [sally\\_guynn@fws.gov](mailto:sally_guynn@fws.gov), or call 304-876-7395.

## **Wildlife Values in the West: An Update**

Since many of the Wildlife Values in the West folks are in OWP, President and Conference Coordinator Larry Gigliotti planned for the WWW meeting on May 26 to immediately follow the 2005 OWP meeting. Wildlife Values in the West is a human dimensions project of the Western Association of Fish and Wildlife Agencies (WAFWA) to identify and measure public values of citizens in 19 western states. The project included information useful to states in completing their Comprehensive Wildlife Conservation Plans and Strategies. At their own expense, individual states can also request more in-depth analysis of specific data.

Colorado State University researchers leading the WWW survey presented preliminary results for all 19 western states, by individual state and in the aggregate. Investigators asked for feedback on the state reports by August 22. The next step is the presentation of the final report at WAFWA’s midwinter meeting.

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## **Take off to Canada for the 2006 OWP Annual Conference**

*And take advantage of the exchange rate!*

Head to a howling good meeting in the beautiful Northern Rockies in Canmore, Alberta!

**May 11-19, 2006**

For information, contact:  
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New information will be posted at  
[www.owpweb.org/owp\\_2006\\_meeting.htm](http://www.owpweb.org/owp_2006_meeting.htm)

**Stay tuned!**

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*Dedicated to improving the management of fish and wildlife agencies  
and to supporting the professional lives of people who participate in our organization*

For more OWP news, visit the ***NEW, IMPROVED*** Website at  
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