

Management TRACKS



News from the Organization of Wildlife Planners

An affiliate of the Association of Fish and Wildlife Agencies

Wield the Purple Crayon!

Embody Fearless Creativity

By Brian Stenquist, Minnesota Department of Natural Resources



Harold is a character in a children's book. He's an active three-year-old, and he has a magic purple crayon that he uses to get out of tight spots. When he can't sleep at night, he draws a window to crawl out of his bedroom. When he's fallen off a cliff, he draws a hot air balloon to rescue himself. When he finds himself blocked in a corner, he uses his purple crayon to draw a door through which he exits. Harold and his purple crayon are quite a team.

In the story, Harold is fearless in his creativity. He never loses confidence in his ability to create a new way forward, regardless of his circumstances. He and his purple crayon embody "fearless creativity."

Planners, agency leaders, and conservation stakeholders need to embody fearless creativity as we face the challenges of the twenty-first century. Climate change, accelerated habitat loss, invasive species, and catastrophic trophic cascades are the tips of melting icebergs that will confront fish and wildlife professionals in this unique century.

With what steady hands might we grab our purple crayons and face the coming vicissitudes? What frameworks might inform us as we create doors to emerge from tight conservation corners

and air balloons to rise above difficult times?

Let me propose five frameworks, one for each finger holding our magic purple crayons.

The index finger: SYSTEMS THINKING. Systems thinking can be described as the ability to recognize nested hierarchies. Systems thinking allows a person to frame an existing situation in terms of patterns within the situation, as well as patterns creating the situation's context. In his seminal book, *The Fifth Discipline*, Peter Senge provides powerful instruction in developing and using systems thinking to wield a creative purple crayon.

The middle finger: THE PLANNING CYCLE. The planning cycle questions are: What business are you in? Where are you? Where do you want to be? How will you get there? Are you making it? These questions reflect five types of planning activities: clarifying purpose; scanning and inventory; strategic planning; operational planning; evaluation and monitoring. In any given circumstance, the application of these questions can clarify how to wield your purple crayon more effectively.

The ring finger: COMPASSION. Compassion generates empathy. A planner or leader must be able "to walk in another's shoes" if she hopes to escape

the negative cycles of mistrust that so often accompany difficult resource management issues. She must avoid "caricaturizing" (as opposed to characterizing) other individuals, so that she can creatively shift the situation to a win-win opportunity. Compassion empowers creativity as a force for strengthening positive relationships among collaborators and stakeholders. What a way to wield the purple crayon!

The pinky: OPTIMISM. Optimism is not just an attitude; it is awareness. Positive outcomes are not just possible; they are probable. Optimism is generated by analysis of past successes and by looking for the good that inevitably results from seemingly bad events. By expecting success and looking for the good, one can generate the lightness and buoyancy of optimism, which empowers you to wield the purple crayon fearlessly.

The opposable thumb: YIN and YANG. "Yin and Yang" is an ancient framework useful in so many ways for planners and leaders. The framework is based on the observation that there is always a balance in the world. There is an equal amount of "this and that." Good and evil coexist. Success and failure are always present. The framework also asserts that within each "this" there are the seeds of "that."

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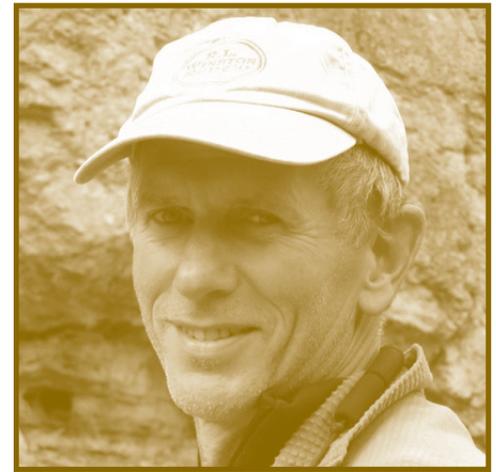
A few words from our president

By Rob Brooks
Montana Fish, Wildlife and Parks

The Planners Rendezvous 2008 Conference held in Missoula, Mont., this past May was a success for both OWP and NARRP. Hosted by Montana Fish, Wildlife & Parks, the conference provided the opportunity for wildlife and recreation planners to see how similar the work we do is, demonstrated collaborative efforts in wildlife and recreation planning and management, and was a financial success for both organizations. A little rain on Wednesday did not dampen the spirit of participants and most everyone agreed another joint conference is a good idea.

The annual business meeting in Missoula was the backdrop for a strategic planning session to talk about the future of OWP. Bill Romberg and Mark Burch facilitated the discussion. The concerns about who we are and whether OWP has a place in the ever-changing environment of fish and wildlife management have been asked over the past few years due to static membership enrollment and minimal membership attendance at OWP's annual conferences. For those of us in attendance in Missoula, the question was not so much whether the OWP has relevance in today's environment. Rather, it was this: Are the aspects of organizational effectiveness that the organization has emphasized in the past, such as CMS, still the areas where we can be most helpful to fish and wildlife agencies?

As most of you know, Bill Romberg is leading the work group that will be taking your responses to the four questions (who are our constituents, what do they need/expect from OWP, what can we do well, and what are we passionate about delivering) and conceptualizing a strategic direction for OWP into the future. The work group plans to have a draft strategic plan ready for membership to approve by the 2009 OWP meet-



ing. The work this group has taken on is vital to OWP's future and only through their volunteer efforts and your input will we be able to remain a meaningful organization.

While the dates and location for the 2009 conference have not been set, the theme of the conference is tentatively focused on planning for climate change relative to fish and wildlife management. This issue is a priority for agency directors and provides OWP with a unique opportunity to demonstrate how members can help agencies better plan for climatic changes. The Executive Committee will be working to ensure that the agenda makes this conference a must-attend event.

I am looking forward to a challenging and rewarding year as your President and hope that through all our effort in defining OWP's future the organization emerges more vibrant and effective than ever.

2008 Meeting Change!!

The 2006 OWP Annual Meeting scheduled for spring 2008 in Minneapolis will NOT be held in Minneapolis. The Executive Committee is deciding an alternate time and venue for the annual meeting. Watch the listserv and OWPWeb for news about where and when next year's meeting will be held.

Charting the Future of OWP: An Update

By Bill Romberg, Alaska Dept. of Fish and Game

The Organization of Wildlife Planners is currently in the process of revising its strategic plan to chart the organization's short- and long-term future. While the number of member states and provinces is as good as ever and the organization's financial situation is strong, declining participation by members in the annual conference, difficulty in filling officer and committee positions, questions regarding the relevance of our training courses, and a perceived diminishing relevance to fish and wildlife agency directors has the Executive Committee questioning the organization's long-term viability and niche in a changing environment.

To address these concerns, the OWP Executive Committee initiated a strategic planning effort in the spring of 2008 that began with a request for member input and/or perspectives on the current issues facing OWP, followed by a strategic work session during the annual OWP conference held in Missoula, Mont., in mid-May.

While there remains a concern about the long-term viability of OWP, the general consensus at the Missoula meeting

was that the organization's mission continues to be relevant, but the mission, goals, and strategies of the organization need clarification and development to firmly establish OWP's direction for the future.

Most in attendance at the Missoula meeting generally agreed that:

- The OWP needs to re-establish or clarify its mission in the broader conservation community and develop appropriate strategies to achieve that mission.
- A strategic planning committee will be created to carry this evaluation and strategic planning process forward.
- The strategic planning committee will solicit member input on the 4 key questions identified as needing more member input and discussion and then proceed with drafting new language as needed for the strategic plan.

Since the Missoula meeting, the strategic planning committee has been established and input on the four key questions has been sought. Those who have

volunteered to serve on the strategic planning committee include: Bill Romberg, Mark Burch, Michele Beucler, Dwight Guynn, Rob Brooks, Lynn Quattro, Laurel Anders, and Mary Lyon. The committee has been reviewing feedback provided to date with an eye toward continuing the mission discussion started in Missoula.

Over the next few months, the committee will sketch out a process for moving the effort forward in close conjunction with ExCom. The next work session is scheduled for Sept 9th as part of the OWP ExCom mid-year meeting that is held at the Association of Fish and Wildlife Agencies annual meeting in Saratoga Springs, N.Y.

Stay tuned for more information on this effort and how you can help by providing perspective and feedback on our mission, goals, and strategies. The goal is to be able to approve a new strategic plan by the 2009 annual meeting that will chart a new course for OWP. If you have questions about this initiative, or if you would like to provide input, please contact Bill Romberg at 907-267-2366 or william.romberg@alaska.gov.

A Partnership Is Formed: Reflecting on the NARRP-OWP Venture

By John M. Baas, NARRP, and Dana Dolsen, Utah Division of Wildlife Resources

The National Association of Recreation Resource Planners (NARRP) and OWP held our first-ever joint conference in May in Missoula, Mont. We shared our similar and different experiences across our respective professional organizations and employers. Attendees represented conservation organizations from local, state, and federal government and from private sector consulting firms. We learned that:

- Wildlife and recreation resources provide the grist to do our jobs.
- We use many of the same tools to do our jobs (public outreach, human dimensions research, GIS applications).
- We have a shared interest in managing for resource user capacity. Managing user capacity represents common ground in that it provides high-quality recreation opportunities while protect-

ing wildlife. Sessions were well attended with a lot of good discussion.

- Neither of our organizations is advocacy oriented.
 - Our organizations differ in that NARRP has evolved to embrace all facets of the outdoor recreation planning profession, whereas the interest in outdoor recreation with OWP is intentionally wildlife-centered, with a priority on wildlife protection first, user experience second.
- Future collaborative ventures could include:
- A Joint Expertise Inventory and Directory that identifies our collective capability through an inventory of member skills, knowledge, and abilities. Once we are aware of and understand our respective strengths, we can look at

tackling common cause projects of mutual benefit.

- A scanning exercise to examine and identify common issues of concern that may need our mental synergy to tackle due to broad relevance, importance, and mutual benefit.

Both NARRP and OWP professionals are passionate about their callings, and ultimately we need each other to better our respective organizations through transcending diversity, both human and wild. Potential collaborative ventures as outlined above are one answer, in part, to the challenges of building our professional community identities and capacities. Through collaboration we enable each other to attain better interdependence by enhancing our resilience for the unmarked trails ahead.

Senior Direct-Mail Marketing Campaign 2008

By Andrea Crews, Oklahoma Department of Wildlife Conservation

Earlier this year, ODWC's marketing committee launched a campaign to increase the sale of lifetime Senior Combination Hunting and Fishing Licenses. We targeted hunters and anglers who purchased an annual license between 2005 and 2007 and were eligible for a reduced-cost senior license on or before January 2008. (Seniors become eligible on the first day of the calendar year in which they turn 64 years of age.)

We sent direct mail campaign materials to 14,239 age-eligible seniors. The first mailing, sent in mid-February, included a four-color advertisement, a senior combination license application, and a postage-paid return envelope in a custom-designed blue outbound envelope. The second mailing was sent mid-April to non-responding seniors and included a letter from the director on agency letterhead, a slightly different application, and a postage-paid return envelope in a custom-designed green outbound envelope.

For the purpose of the campaign, the eligibility verification requirement was waived. Eligibility was assumed based on the date-of-birth recorded during the previous annual license purchase. In the second mailing campaign, recipients were encouraged to copy and share the application with family and friends. The official deadline for use of this special application was June 30, 2008, but responses trickled in throughout July. Licenses issued through July 16, 2008, were used in this analysis.

Results

In response to the campaign, 3,212 senior combination and 20 senior fishing licenses were sold, a 23 percent response rate. Such a response is an overwhelming success by direct mail standards, but was it worth it?

Comparing cost to benefit, the campaign generated more than double the investment:

<i>Cost:</i>	\$14,037
<i>Direct Benefit from License Sales:</i>	\$32,240

The campaign was apparently well-received, but did it truly sell more licenses, or simply make it easier for people who would have purchased a license anyway? Fiscal year 2008 senior combination license sales (ending June 30) were 34 percent higher than the five-year average (see figure).

Senior fishing license sales in fiscal year 2008 were 21 percent lower than the five year average, possibly indicating the campaign triggered some would-be senior fishing license buyers to upgrade to a combination. If that were the case, a portion of the combination licenses resulting from the campaign should be evaluated at a benefit of \$4 rather than \$10, as these sportsmen would likely have spent \$6 on a senior fishing license without the campaign. Even using this more conservative comparison, the campaign showed a net gain in revenue.

	FY08	5-Year Avg.	Difference
Sr. Fishing	2,768	3,504	-736
Sr. Combo	8,339	6,237	+2102

Benefit from upgrades: (736 at \$4)	\$2,944
Benefit from new sales: (2102-736=1366 at \$10)	\$13,660
Total benefit:	\$16,604
Total cost:	\$14,037

Revenue from the sale of senior licenses is held in a trust account and does not directly increase the agency's operational budget. While the campaign can be partially evaluated in terms of direct cost and benefit, an additional value of a successful senior campaign is the increased number of hunters and anglers certified for federal aid purposes, for their lifetimes.

Federal Aid, or Sport Fish and Wildlife Restoration, funds are collected through an excise tax on hunting and fishing equipment and motorboat fuels. The funds are held in trust by the federal government and distributed to state fish and wildlife agencies through the U.S. Fish and Wildlife Service. Each state's apportionment is calculated by giving equal weight to the state's land area and its number of paid license holders. No state receives less than 1 percent or more than 5 percent of the total funds available. (A portion of Wildlife Restoration funds are also apportioned specifically for Hunter Education using a formula that does not consider the

Continued on next page



Senior Campaign

Continued from page 4

Restoration funds are also apportioned specifically for Hunter Education using a formula that does not consider the number of license holders, but for this senior citizen campaign we focused only upon Oklahoma's apportionment that could be influenced by the number of license holders.)

Since state boundaries are fixed, fluctuations in Oklahoma's annual apportionments are controlled by the total amount of federal funds available and our number of certified license holders. Over the last five years, Oklahoma received between \$13.06 and \$15.85 in Wildlife Restoration funds for each certified hunter (average = \$14.32) and between \$7.99 and \$12.77 in Sport Fish Restoration funds for each certified angler (average = \$10.03). The new senior combination licenses generated from this campaign could yield \$43,802 in Federal Aid funding (736 upgrades @ \$14.32 each plus 1,366 new combo sales @ \$14.32+\$10.03 each=\$43,802).

As an added benefit, the senior citizen license is good for life. According to the U.S. Centers for Disease Control Web site, the average male reaching age 65 in 2005 had an additional life expectancy of more than 17 years. Given the fact that 50 percent of Oklahoma's annual hunting and fishing license holders churn in and out each year, ODWC's ability to count these new senior license holders as both certified hunters and anglers for the rest of their life is no small value.

All things considered (total campaign costs, direct license sales revenue and potential federal aid revenue), this senior citizen campaign could yield a \$4 to \$1 return on ODWC's investment. (\$16,604 in new sales plus \$43,802 in Federal Aid vs. \$14,037 investment.)

As with every pilot project, the Marketing Committee learned from mistakes along the way during the coordination of this campaign. If you'd like a copy of the project summary, contact me at acrews@odwc.state.ok.us.

People in Places: A Demonstration Project

By Larry Gigliotti, South Dakota Game, Fish and Parks

The "People in Places" study is a demonstration project on the utility of geographically based human-dimensions information. Most fish and wildlife management problems involve people in some fashion. Most human-dimensions studies employ broad-based surveys to provide information for understanding stakeholders; however, these approaches generally lack geographic specificity.

The "People in Places" project is designed to evaluate information about human values, attitudes, and behaviors in the context of a specific community or the location of a particular resource problem. The assumption is that people's proximity to the resource is an important factor in shaping the nature of human-wildlife interactions and most resource management issues.

This demonstration project, which involves pilot-testing this geographically based approach, is being conducted by Colorado State University and involves three participating states: Arizona, South Dakota, and Washington. Each state has a somewhat different study design. Arizona will be focusing on selected urban areas using a face-to-face interview technique, South Dakota selected a specific region (the Black Hills), and Washington will be looking at their entire state using a mail survey design.

The basic objective for this project is to develop (1) overlays of geographically tied social science information about the behaviors, attitudes, and values of residents, and (2) model applications of the data collected. Additionally, we will use experiences gained from this demonstration project to explore data collection techniques and draw conclusions about the most cost-effective way to implement a spatially explicit human-dimensions approach on a broad scale.

Expanding human developments are shrinking fish and wildlife habitats, leading to increased human-wildlife conflicts. The type of people that reside at a location plays a key role in the dynamic process of human-wildlife conflicts. For example, communities with highly utilitarian views will respond quite differently to conflict situations and how they are addressed compared to communities with predominately mutualist views toward fish and wildlife. Knowing how different types of people are distributed across the landscape could be a very important tool for managers for dealing with human-wildlife conflicts and public education efforts at a more local level.

Important Wildlife Planning Meetings Coming Up!

Three important meetings are coming up in the next six months that might be of value to planners interested in State Wildlife Action Plans. They are:

Ready, Set, GO! Getting Started: Integration of Climate Change into your State Wildlife Action Plan

The Association of Fish and Wildlife Agencies and The National Wildlife Federation at the AFWA Annual Meeting
Wednesday, September 10, 2008
Saratoga Springs, NY
(www.fishwildlife.org)

Implementing State Wildlife Action Plans: Using Innovative Technology to Move from Planning to Implementation

Organization of Fish and Wildlife Information Managers Conference
October 27-30, 2008, Albuquerque, NM
(www.ofwim.org)

Measuring State Wildlife Action Plan Implementation

AFWA-sponsored workshop held at The North American Wildlife and Natural Resources Conference
March 17-21, 2009, Arlington, VA
(www.wildlifemanagementinstitute.org)

Field Notes

Georgia

By Mark Duda, Marty Jones, and Tom Beppler, Responsive Management, and Todd Holbrook, Georgia Wildlife Resources Division

Factors Related to Hunting License Sales Increases in 1992, 1999, and 2004 Against 13 Other Years of License Sales Declines

After reaching a peak in 1982, sales of hunting licenses have since steadily declined on the national level. However, in the years since 1990, there have been three notable exceptions to the overall national decline: the number of hunting license holders across the nation increased in 1992, 1999, and 2004. In a study conducted under a grant from the National Shooting Sports Foundation's Hunting Heritage Partnership, the Georgia Department of Natural Resources and Responsive Management cooperated to investigate factors relating to the years of increased participation. The following 12 variables were the primary reasons that states identified as having potentially influenced license sales in 1992, 1999, and 2004. They are ordered in terms of their relative impact on license sales (or their impact on records of license sales):

Changes in license type. This includes a change, discontinuation, sales increase, or new addition of a particular license type (e.g., increased sales in non-resident license types, increased sales of lifetime licenses, the addition of a Junior Hunt license).

Administrative reporting changes. These are changes in the way license sales are tracked and/or reported (e.g., transition from paper to electronic processing, changes in the way certain licenses are reported, etc.).

Data inconsistencies. These occur when there are discrepancies between the USFWS Federal Aid data and the state's own records of its hunting license sales.

Rebound sales. These explain a noticeable recovery or increase in sales following a sharp decline in a previous year(s) for various reasons (e.g., rebound due to license fee increase the previous year, a decline in license sales because of Chronic Wasting Disease or rabies scare, etc.).

Increased availability of game. This variable was used to describe responses in which the state agency referred to an increased availability of game, such as pheasant or turkey populations.

Marketing/outreach campaigns. These include a serious effort by the state to publicize, advertise, or market a particular program, unusually good hunting season, or a new hunting opportunity.

Specialized hunting programs. Implementation of or increased interest in a specialized hunting program or initiative, such as a youth hunt.

Changes in license costs. Includes a change in sales due to a change in license fees (e.g., a decrease in the fee, a sharp increase in sales based on an expected increase in license fees, or a relatively low license fee compared to surrounding states).

Purchasing changes. Changes to the purchasing process for licenses (e.g., online automated sales).

Regulation/policy modifications. Include changes in the hunting regulations (e.g., a change in the minimum age of licensing, an extended hunting season, a change in the hunt draw system).

Weather. Any response in which the state agency referenced good weather conditions for hunting in their response to the time period in question.

Increased availability of land. Responses in which the state agency referred to an increased availability of land, such as additional Wildlife Management Areas.

Tennessee

Enterprise Resource Planning has come to Tennessee state government. This is a huge initiative to replace many of our software systems (employee timekeeping, payroll, bill paying, revenue tracking, purchasing, etc.) with an integrated system. The Maximus Company was selected to provide PeopleSoft software. We'll go live in September. Employees can log on to the Internet-based system and enter their work time, see their pay stub, update information, etc. Our agency is struggling to provide access to employees that don't have a computer or Internet connection.

Tennessee Wildlife Resources Agency will soon undergo an agency review. This will be an overall check of how we are performing. It will include input from employees and stakeholders, and a comparison to similar agencies in other states. We're hammering out an agreement with the Wildlife Management Institute to find and provide some experts to conduct the review.

Idaho

The Idaho Department of Fish and Game is reorganized under our Director's efforts to be more efficient. The Natural Resources Policy Bureau has been dissolved with the intent of integrating all its functions into other programs. About 35 employees were moved into the Wildlife Bureau, Information Systems, Communications Bureau, or the Director's Office. There are now three (rather than one) deputy directors, one each for operations, programs, and policy. He also added an efficiency expert, moved the water policy staff in, and will add an intergovernmental policy analyst and an additional deputy Attorney General. Planning staff were sent to two different bureaus but will continue to work as a team. The human dimensions function moved to the Communications Bureau and will feed information more directly to the policy arm of the Director's Office.

Virginia

When Virginia's Wildlife Action Plan was created, the Department of Game and Inland Fisheries (DGIF) understood that implementation could only be accomplished with assistance from an array of public and private partners. Ongoing efforts include working with the National Wildlife Federation and the Virginia Conservation Network to develop climate change strategies to supplement Virginia's Action Plan; recruiting Master Naturalist chapters to assist in data collection that will help us describe distributions of our Species of Greatest Conservation Need (SGCN) and develop local monitoring strategies; and working with federal, state, and local land managers and land-use planners to better understand their wildlife-related needs and how Virginia's Action Plan can be adapted to meet their information needs.

DGIF personnel also have initiated efforts to enhance our original action plan so it can become a more comprehensive conservation tool. We have intensified efforts to map the distributions of SGCN. Once completed, we will compile data with various habitat resources to develop a set of GIS-based habitat prioritization tools that land managers can use to avoid future wildlife conflicts. Efforts are also underway to develop action plan performance measures that can provide a more consistent and concise means of evaluating our implementation efforts.

Purple Crayon

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Within each bad, there are the seeds of good. And further, yin and yang are not static; they are always flowing. While yin is increasing, yang is decreasing: like the waxing and waning of the moon and the ebb and flow of the tides. Texts that describe yin and yang suggest that one can use this framework to observe the opening and closing of opportunities for action. What is closed today will be open tomorrow. If one is thoughtful, actions can be timed to take advantage of the ebb and flow of events. One must be prepared to wait patiently or act swiftly to wield the purple crayon fearlessly. One must recognize the seed of success within the experience of failure if one wants to draw the next purple window of opportunity.

So I heartily encourage you to find a copy of *Harold and the Purple Crayon* by Crockett Johnson and read it. Read it to your children, to your colleagues, to yourself. Then find your own purple crayon in your back pocket, backpack, or brief case. Reach in and take hold of it with the finger frameworks of systems thinking, the planning cycle, compassion, optimism, and yin/yang.

Then go out there and WIELD THE PURPLE CRAYON!! Embody

fearless Creativity.

(If you'd like to talk more about purple crayons and finger frameworks, please contact brian.stenquist@dnr.state.mn.us)

OWP Committee Chairs, RDs Needed!

OWP depends on its members to organize, develop, and present its products and events and manage the organization. ***We are looking for members to serve as committee chairs of the Nominations Committee and the Technical Services Committee.*** We are also looking for additional Regional Directors in some regions. The level of involvement partly depends upon your personal motivation and enthusiasm. Visit the Members Section on OWPWeb for information about specific positions. If you are willing to fill one of these positions or if you have questions, please contact Verdie Abel at (614) 265-7020 or verdie.abel@dnr.state.oh.us.



OWP Web Site News

Suzan Acre, Webmaster, Wisconsin Department of Natural Resources

New features are coming to OWPWeb this fall/winter, so visit often!

Spring/Summer Updates

- As a regular task, we update the OWP listserv and membership directory each spring before and after the annual meeting. However, changes occur throughout the year and you might be the only one who knows. Members, please be sure to update your personal profiles whenever such changes occur so your contact information is always accurate. Not a member? No problem! You can join OWP at any time. Membership categories are described at <http://www.owpweb.org/MembershipInfo/>
- Training opportunities have been updated. Visit <http://www.owpweb.org/TrainingOpps/>
- Pages/links that will not be developed were removed.
- Watch OWPWeb this fall for 2008 Conference Proceedings, forthcoming.

Future Changes – During the rest of 2008, we hope to:

- participate in a newly established Information and Education subgroup that will identify and recommend new content and needed updates to existing content;
- continue to publicize upcoming conferences of potential interest to OWP members;
- add book reviews from previous newsletters plus new reviews to the public site.

Speaking of Book Reviews – Do you have a book review to contribute? Or would you like to? We invite you to submit reviews on book or articles about cutting-edge theories and practices on the protection, restoration, and management of wildlife and habitat. At the American Planning Association online book store, searching “wildlife planning” yields several titles. For example, a couple of books that might be applicable to our discipline (read-and-review, anyone?) include

- ***Nature Friendly Communities: Habitat Protection and Land Use Protection***, by Christopher J. Deurksen and Cara Snyder: 2005, Island Press. In survey after survey, Americans of every demographic stripe affirm they want wildlife protected. This practical book shows local governments how to do it.
- ***Nature Friendly Ordinances***, by James McElfish: 2004, Environmental Law Institute. This book shows how professional and citizen planners can safeguard the biodiversity of their towns and regions. It is both a guide to the ecological principles that should inform land-use decisions and a blueprint for drafting regulations that defend biodiversity.

Members' Section – Committee chairs, contact me to get your important documents (meeting minutes, announcements, etc.) on your Committee pages.

Help Still Needed

State Agency Strategic Plans – A big thanks to those of you who have sent links to your state's strategic plan. We would like to have *all* states represented and are still missing about 30. Please take a moment and look on OWPWeb to see if we are missing your state's plan. If so, please email me the URL for your agency's strategic plan, and/or your state's Comprehensive Wildlife Plan.

State Agency Contacts – It is important that our state agency contacts are up-to-date. If you believe your agency contact has changed, please email me the correct information.

For help with OWPWeb or using the ListServ, or to join OWP, please contact suzan.acre@wisconsin.gov

For more OWP news, visit www.owpweb.org

Sign Up by Sept. 19 for MAT's Online Leadership Courses

Registration is now open for the fall term of the Management Assistance Team's online leadership development courses. The courses use a state-of-the-art, instructor-led approach. Fish and wildlife agency professionals can participate in these courses even with very busy schedules. The courses require that participants have reliable Internet access and basic computer skills to visit Web sites, create MS Word documents, and use email. The courses are challenging and require about five hours of work per week and are either four or six-week courses.

We are offering seven courses that begin on **October 13, 2008**. If you have not taken a MAT online course before,

Courses Offered This Fall

- The Adaptive Leader
- Leader as Supervisor
- Creative and Critical Thinking
- Going from Good to Great
- Secrets of Agency Assessment and Development
- Power
- Visionary Leadership

there is a short Student Online Tutorial that will be available on October 6, 2008.

Courses are available to employees of state fish and wildlife agencies or the U.S. Fish and Wildlife Service, as well as other AFWA member organizations on a space-

available basis. Registration is limited to 16 participants per course and is offered on a first-come, first-served basis. All participants receive a Course Certificate upon successful completion of the course.

We look forward to seeing you in our online classroom!

The Details

- Registration deadline: Sept. 19
- Student online tutorial: Oct. 6
- Courses begin: Oct. 13
- Course descriptions and registration: www.matteam.org
- Questions: (304) 876-7988

The Management Assistance Team is program of the Association of Fish and Wildlife Agencies.



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