



Management TRACKS

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Funding Fish & Wildlife Programs in the Twenty-First Century

ABOUT THIS ISSUE: In today's economy, fish and wildlife conservation organizations around the United States are facing funding challenges that require them to think in new ways and interact with a broader segment of the public. In this issue of Management Tracks, we take a closer look at these new societal and funding trends. And in the spirit of "facilitating theft of good ideas among friends," we share how other state wildlife agencies are addressing these concerns in their regions.

Rethinking the Conservation Funding Model

In spite of valiant efforts at recruitment and retention, the funding model that supported state fish and wildlife agencies for nearly a century may not be adequate much longer. That's the conclusion of several wildlife managers, who have been studying conservation funding models nationwide for years.

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The Organization of Wildlife Planners

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



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The Prez Sez...

A Few Words from Our President

By Ann Forstchen, Florida Fish and Wildlife Conservation Commission

"Change is hard." "Change is the new constant."

"Change is happening faster than ever before."

We've all heard these statements.

As fish and wildlife conservation specialists, change is nothing new to us. Many of us spend careers researching and monitoring ecological, anthropogenic or social changes, and their impacts to our target species. So, why do we

find it challenging to change ourselves and our conservation organizations?



"Just as species and habitats adapt to changing ecological conditions, and conservation organizations are adapting to changing social conditions, OWP must also adapt as an organization."

Our members are more than strictly planners.

In the late 1970s, planning was new to conservation organizations, and OWP filled a critical need to help state fish and wildlife agencies design and share best practices for effectively using their resources to conserve fish and wildlife. Today, planning is embedded in the fabric of everything that conservation organizations do.

Many organizations, however, have revised planning positions to address contemporary challenges, such as human dimensions research, leadership development, education and outreach, outdoor recreation recruitment and retention, stakeholder engagement, and more.

OWP's mission statement "dedicated to improving the management of fish and wildlife agencies and to supporting the professional lives of people who participate in our organization" has not changed. But the way we accomplish this does need to change.

While hiking in the Grand Canyon in May 2013, I passed two girls, maybe 15 years old. They sat with their backs to the canyon, engrossed in whatever was on their smartphones, oblivious to the grandeur behind them. I wish I had photographed the scene—not to shame them, but to help us figure out how to engage more



people in the benefits of wildlife and wild places.

Months later, I heard a NPR story explain how online gaming companies thoroughly research and monitor Internet gaming activity to encourage target audiences to play longer.

Are we, as the conservation community, working equally hard to research and monitor our target audiences to encourage them to spend more time outdoors fishing, hunting, wildlife viewing and hiking?

As a fan of Peter Senge's *The Fifth Discipline: The Art and Practice of the Learning Organization*, I believe in continuous learning and consider it a core part of OWP. How can OWP members learn together to support our organizations and advance conservation?

The OWP Executive Committee (and members who would like to participate) will meet electronically and in person over the next few years to consider:

- Who is OWP's target audience?
- What do members need to better support their organizations' contemporary challenges?
- What training or materials on leadership development, human dimensions, organization adaption, performance improvement, stakeholder engagement, etc., do we have already that would be valuable to members?
- How can OWP encourage knowledge sharing among members?
- How can we maintain active and engaged networks in an era of reduced in-person meetings?

Your feedback is welcome and encouraged. Together we are stronger. Please share your thoughts.

Regards,
Ann B. Forstchen



Conservation as a Social Responsibility:

Noted biologist and well-known speaker Shane Mahoney is Executive Director of Sustainable Development Policy and Legislation, Department of Environment and Conservation, Government of Newfoundland and Labrador, St. John's, NF. Here are excerpts from a 2012 televised interview on Idaho Public Television's "Dialogue" program.

"Wildlife is a public trust resource; it belongs to all the people. So it is, therefore, the right of all people to feel that they should have access. But with that right, comes responsibility. And I believe that all people should be making a contribution for the conservation of nature.

Historically, the conservation movement gained its strength from the fact that it was broadly based. Many people forget the fact that there were far more than hunters and anglers involved in conservation; this is not to diminish the contributions they have made. But as a hunter and angler, I know that many people who do not hunt and fish are also very concerned about the environment and also very concerned about conservation.

The challenges that wildlife will face in the 21st century are enormous... And to think that a small percent can alone carry the freight for all that's going to be required for this process is just not tenable."





Rethinking the Conservation Funding Model *continued from pg. 1*

There are several reasons why the fish and wildlife funding model must evolve, according to Chris Smith, Western Field Rep for Wildlife Management Institute, who also worked at Montana Fish, Wildlife & Parks and Alaska Department of Fish and Game.

“From a practical standpoint, it is unlikely that hunter/angler numbers and a willingness to pay will keep pace with future agency budget needs. Philosophically,” adds Smith, “you have to question the fairness of asking this ever-smaller portion of the population to keep funding expanded conservation programs that provide significant benefits to all citizens.”

Broadening Funding Will Not Be Easy

“Legislators are struggling to balance budgets as costs of social programs grow, and resistance to tax increases remains strong,” says Smith. “That makes it difficult for agencies that already have a ‘dedicated’ revenue source to expand their funding.”

Another challenge is the way most fish and wildlife agencies request increased funding, according to Dave Chadwick, Montana Wildlife Federation’s Executive Director, who has studied this topic for years. Chadwick used to work at the Association of Fish and Wildlife Agencies, helping agencies devise and implement conservation campaigns.

“Most wildlife agencies ask for funding before they have made the case why it’s needed,” explains Chadwick. “To the public, it looks like the government just wants more money. That’s why it’s critically important for agencies to educate the broader public on how they benefit from conservation programs before seeking more funds.”

Show Value First, Before Asking For Funding

“Many agencies say if they had more money, they would develop programs for the broader public,” Smith says. “They spend lots of time looking for new funding sources, but don’t commit to conducting outreach or building political support first.”

Smith thinks agencies that say “when they pay, we’ll produce” are doomed. “Today’s public and elected representatives are not going to expand funding before they see the value of that investment.”

Meet People Where They Are

Agencies don’t need to start up expensive new programs to reach new constituents. “Primarily, agencies must show they care about the public’s views and engage them more in their decision-making processes,” says Smith. “Surveys are one way to listen to the public. Social media and public outreach are others.”

It’s most effective when conservationists connect to other issues that people care deeply about, according to Chadwick. “The average citizen doesn’t know much about our work,” he says. “For most voters, conservation is way down the list of their concerns, after the economy and education. We must meet folks where they are already, and find a way to connect wildlife conservation with the other issues the public cares about.”

For instance, conservation advocates can explain how habitat preservation also protects clean drinking water, supports local economies, and ensures outdoor recreational opportunities for future generations.

Be Ready To Pounce On Opportunity

Another important reason to build broad support up front is to position the agency so it can take advantage of unexpected opportunities to expand funding. Tapping into new sources of revenue, like the flood of cash coming in from the oil and gas boom, is a lot easier than trying to take money away from current uses.

“You can’t wait until the cash starts flowing to make your move,” urges Smith. “Build public support now; so when the opportunity presents itself, you’ve got the backing to get your share of the proceeds.”

Each State Is Different

After looking at different ways to increase conservation funding over the years, Chadwick believes, “There isn’t a ‘one-size fits all’ funding model. You must study the politics of your state, identify the conservation need and determine the most appropriate way to finance it.”

Chadwick points to the Missouri Design for Conservation Sales Tax, passed in 1976, where 1/8th of a cent sales tax goes directly to support fish, forest and wild conservation efforts through the state’s Department of Conservation.

Missouri’s sales tax is the envy of the nation, and Iowa and Arkansas have adopted similar methods. However, a sales



tax that is politically acceptable in some states might not be viable elsewhere. Arizona and Colorado, as anti-tax Western states, had more success with dedicating lottery revenues that today fund Arizona's Heritage Fund Program and the Great Outdoors Colorado Conservation Trust Fund.

"Once you make the case for your funding needs, you'll figure out the best funding mechanism for your state," says Chadwick.

Stay Connected With Hunters And Anglers

As agencies reach out to broader audiences, they must retain a close connection with hunters and anglers so these valuable partners don't feel forgotten or abandoned during the process.

"Agencies cannot take for granted that hunters and anglers will always support them, just because they have in the past," says Smith. "As you increase communication with new interests, you must keep reaching out to traditional constituents. Staff at all levels must actively seek opportunities to engage with hunters/anglers and do more listening than talking."

When bringing other interests together with hunters and anglers, agencies should require everyone to respect the others' values. "That's easier if you start with less controversial measures," he advises. "Don't let a conflict

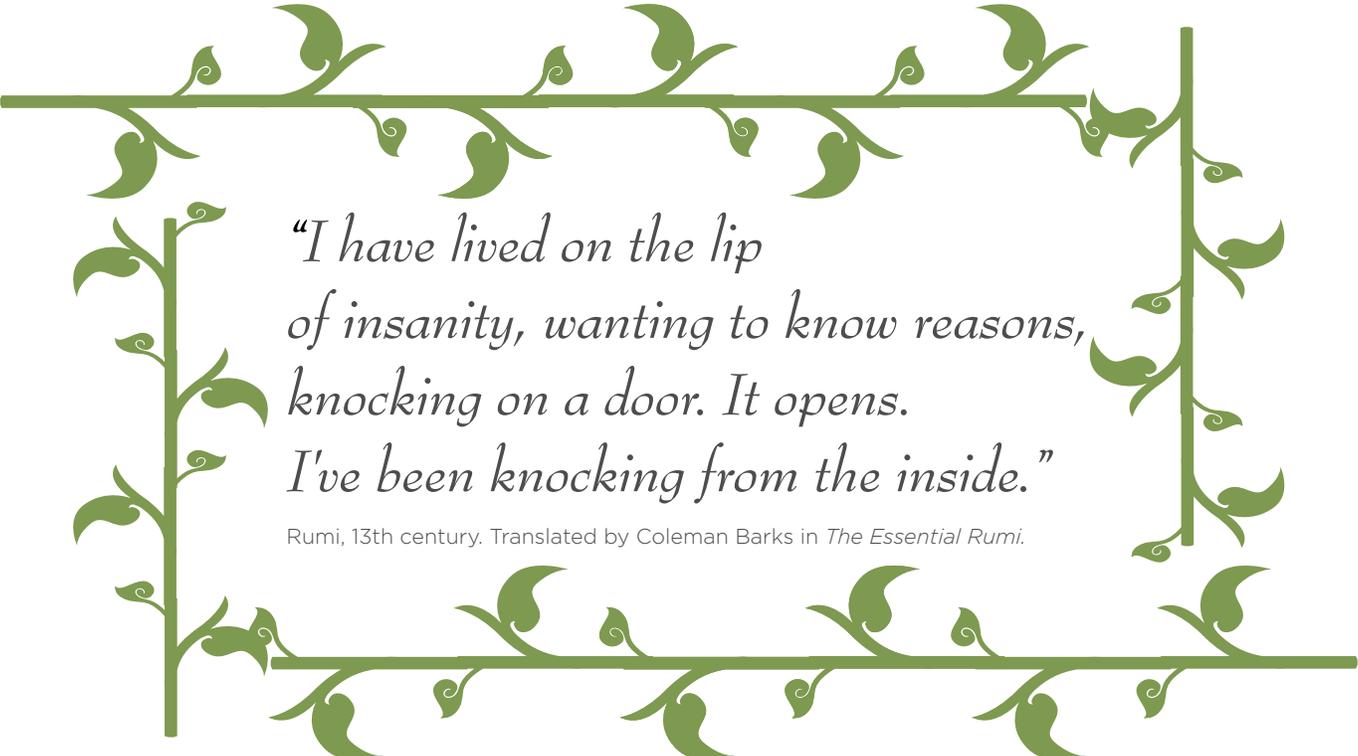
over urban deer management be the first time you bring diverse interests together. Find a 'common ground' issue that provides a foundation for more constructive dialogue when things get tough."

Chadwick also cautions people to avoid falling into a "false choice" of supporting either traditional constituents or the broader public. A strong, effective conservation agency benefits everyone and results in a stronger outdoor heritage across the board. "Missouri and Arkansas, the two states that have done the most to broaden conservation funding beyond license fees, have a rock-solid commitment to sportsmen and a strong culture of hunting and fishing," he notes.

Leadership Must Come From The Top

Inspired leadership is a huge success factor for state fish and wildlife organizations. "Agencies need leaders who see the value in broadening their constituency to remain relevant in society and broaden political and financial support," explains Smith. "These leaders must send a clear message to all levels of staff."

Without a clear statement from the top, the hope for change is limited. "If you have internal confusion about your commitment to broad-based conservation," adds Chadwick, "you won't be able to effectively convince the public that they should support your work." 🐾



*"I have lived on the lip
of insanity, wanting to know reasons,
knocking on a door. It opens.
I've been knocking from the inside."*

Rumi, 13th century. Translated by Coleman Barks in *The Essential Rumi*.



Field Reports from Across the Nation

A Customer Focus for Oregon Department of Fish and Wildlife



For the last two decades, Oregon Department of Fish and Wildlife (ODFW) has raised hunting and fishing license fees every six years. But this time around, the agency is doing it differently, according to Chris Willard, Recruitment and Retention Coordinator.

“In the past, our agency’s economist and budget staff worked together to project how much revenue would be required to hold us through the next six-year cycle and fees were raised accordingly,” explains Willard. “Customer involvement typically came towards the end of the process during the town hall budget meetings, when they were given the opportunity to comment on decisions that had essentially already been made.”

As ODFW nears the end of another six-year cycle, the agency has adopted a customer-centric approach that examines the entire license buying experience and involves customers from the onset.

Focus Groups: To get a better understanding of license purchase behaviors, focus groups were hosted throughout Oregon. Participants were asked where they turned for information and how to improve the license buying process.

Two focus group sessions were held in each city they visited: One for “newbies” who had purchased their first licenses within the past two years, and one for “avids” who had purchased a license at least four out of five of the last five years. Each focus group included individuals who had purchased a fishing license, hunting license, combination fishing/hunting license and SportsPac (combination license plus a variety of tags).

Ideation Session: Building upon the focus groups was a facilitated brainstorming session conducted by Tamara Christensen of Idea Farm (ideafarmcoop.com) and Michele Beucler of Idaho Department of Fish and Game. Sixteen participants were carefully selected to include customers, ODFW staff and “bonus brains.” Each offered “unique perspectives that helped us amass as many ideas as possible to improve the customer license buying experience,” says Willard.

Nearly 500 ideas were generated that day. As professional facilitator Christensen explains, “If you want great ideas, have a lot of ideas. (They won’t all be great).”

Internal Work Group: Individuals from throughout the agency – from customer service staff to a deputy director – sifted through the mountain of ideas and molded them into 19 concepts that merited more consideration. Each idea was vetted by asking:

- Would it create customer value?
- Would it simplify our license structure?
- Would it be systematically feasible?
- Would it be politically feasible?

Next Steps: To determine the value of these 19 new concepts, the agency contracted fish and wildlife specialists Southwick Associates (www.southwickassociates.com) to conduct a customer survey. Results are expected in early 2014, and more focus groups will be conducted to hear feedback on the proposed concepts.

“At the end of the day, this is still a budget-driven process,” reminds Willard. “However, this time when we get in front of our customers, and later the Oregon Legislature, we’ll have a compelling story to tell that includes strong customer involvement throughout.” 🐾

Creativity Tools

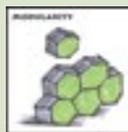
At Oregon’s facilitated brainstorming, Idea Farm used a fun creativity process, which was based around using a deck of cards with different hunting, fishing and license-buying experiences. These concepts called Permitting Opportunity Drill Sites (PODS) helped participants spark ideas called “forced connections” with other objects. The end result was a creative idea with highlighted features and benefits.

Three examples of PODS:



Equipment: Do you have what you need? Do you even know what you need? How do you find out?

EX: I use my grandpa’s old hunting rifle and it’s hard to find ammunition.



Modularity: How does your hunting/fishing experience fit with other things you like to do (e.g., golf) or have to do (e.g., work)?

EX: The later season conflicts with my son’s football season.



Place: Sense of place and how it relates to your experience. Do you go to your childhood spot? Do you own a place? Is access an issue?

EX: Everything I do is in Unit 11.



Thinking Differently for Michigan's License Restructuring



Michigan's hunting and fishing license fee structure is changing for the first time since 1996. Thanks to a highly coordinated effort, Governor Rick Snyder's proposal of new licenses, Public Act 108 of 2013, was realized in September 2013.

The new licenses will generate revenue that supports fish and wildlife habitat programs, strengthens ranks of conservation officers and reinforces traditions of hunting, trapping, fishing and outdoor recreation. Michigan's number of hunting and fishing licenses was reduced from 227 to less than 40, and more than \$18 million of new funding will be generated in Fiscal Year 2015, according to Pat Lederle, Wildlife Division at Michigan Department of Natural Resources (DNR).

"Once an afterthought, natural resources now have a prominent place at the table in helping rebuild Michigan's lagging economy," reports Lederle. "But these changes could not have happened without a strong coordinated effort by legislators, partner organizations and the executive branch of government, including DNR."

There had been attempts before to increase license fees, but the efforts never achieved popular or legislative support ... until now. Some success factors included:

- **Strong Leadership:** "We have a governor, who understands the importance of natural resources to the state's economy," says Lederle. "And we have a DNR Director who works actively to strengthen relationships among key partners and the legislature. This combination has significantly transformed how DNR conducts its business."
- **Active Communication:** Shortly after taking his position, DNR's director was encouraging agency staff to communicate more with stakeholders about the importance of the agency mission, how it affects them directly, and how fish and wildlife management outcomes are beneficial to local and regional economies.
- **Accountability and Transparency:** DNR showed specifically how new monies would be spent and how key metrics would measure and communicate success. "Perhaps more importantly," adds Lederle, "the department demonstrated how our programs supported specific divisional goals in strategic plans. We also showed how these efforts would reinforce the governor's goals to rebuild Michigan's economy."

Each DNR division - including Wildlife, Fisheries and Forest Resources - was asked to think about how their programs

meshed with the governor's priorities and Michigan's overall economic vitality.

Going Forward: The restructuring is only one step towards more stable and predictable funding for Michigan's natural resources management. License fees only comprise about 23 percent of overall funding for the department's operations.

"The 'new' \$18 million represents about a 5 percent increase in overall funding for the department," admits Lederle. "But the process strengthened partnerships and relationships. We were forced to think differently about our programs' impacts, and to communicate more effectively about the important work we do in the language of decision makers. All these critical factors will be necessary in the future to establish broader support for natural resources management in Michigan." 

Changing License Structure in Arizona



There are exciting and significant changes coming to Arizona's hunting and fishing licenses in 2014. After two years' effort, new legislation (SB 1223) in spring 2013 has shifted the authority to change the license structure and fees from the Arizona Legislature to the Arizona Game and Fish Commission.

This allows the Department to operate more like a business and offer new high-value license products, according to Jorge Canaca, Assistant Legislative Liaison, Arizona Game and Fish Department (AZGFD).

"It all started when license-buyers asked for a simpler license structure," says Canaca. "The Commission took this chance to streamline the license structure and process from the buyer's point of view. It also used the opportunity to secure more revenue for challenges such as hunter and angler recruitment and retention and maintaining wildlife habitats amid an extended drought."

In August 2012—after much planning and discussion—Arizona Game and Fish Commission directed the Department to "seek measures to provide the Commission authority and flexibility to fully implement a new basic license structure; including licenses, tags, stamps, and permits."

Arizona Game and Fish Commission built a strong case for transferring authority by highlighting that the current process was complex and could take three or more years, preventing timely responses to changing conditions or customer needs. An extensive outreach campaign was implemented to build awareness and encourage support for the proposed legislation.

As a result, the Arizona Legislature authorized the Commission to establish licenses and fees through exempt



Upcoming Events

The Difference Between Customers and Citizens

Announcing OWP's First Annual Virtual Conference!
Feb. 3-7, 2014

The **FREE 90-minute webinars (with discussions) are held daily.** Listen in and join these conversations about:

- The important differences between customers and citizens
- The principles of the Public Trust Doctrine
- How to engage with more than just the "usual suspects"
- The compatibility of the North American Model and agency transformation

Space is limited; preference given to OWP members. Webinars will be recorded and posted for viewing and sharing later.

Stay tuned! Receive updates from the OWP discussion list. You may SIGN UP on wildlifeplanners.org

Questions? Not sure if your membership is current? Contact **Bill Romberg** at william.romberg@alaska.gov.

rulemaking. It also amended several laws to establish new fees as well.

Once the legislation passed, Arizona Game and Fish Department extensively involved the public to build the license structure and fees. The Department held 17 public meetings, conducted a webcast, distributed surveys to hunters and anglers, sent e-news blasts, and created a dedicated web page on the license simplification efforts. Comments were collected at public meetings, and by email or U.S. mail.

Next steps? The final structure and fees were approved at the Commission's August 2, 2013 meeting and will go into effect on Jan. 1, 2014. 🐾

Kentucky Restructures Hunting and Fishing Licenses



Kentucky Department of Fish and Wildlife Resources (KDFWR) just completed its most exhaustive license review process ever. The department doesn't receive state tax dollars, and is funded primarily by user fees for hunting and fishing licenses and permits. The last license price increase took effect in 2007, based on market factors and budgetary needs.

However, a very rainy 2011 significantly reduced fishing license sales—and combined with rising operating costs—required that KDFWR cut costs, reduce its budget and again reevaluate its fee structure to avoid impacting essential public services, according to Brian Clark, KDFWR's Assistant Director of Public Affairs.

"We entered into this license review process with our eyes wide open," recalls Clark. "We involved customers from the beginning, and implemented a comprehensive license review process to determine where changes could be made."

The process included:

- Hosting several public meetings in 2011-2012 to determine priorities for an updated strategic plan.
- Hiring outside economists to analyze demand elasticity for licenses and permits, which helped determine which products could best withstand price increases.
- Surveying customers to gauge willingness to pay for different pricing and privilege-bundling alternatives, such as multi-year licenses at discounted prices. This allowed economists to make recommendations



in light of customer responses and market facts.

- Comparing KDFWR's license structuring and prices with bordering states and those with comparable opportunities, such as states with elk hunting and top-ranked trophy whitetail hunting.
- Allowing, per state law, the proposed regulation changes to be open to public comment for 30 days, after which a Statement of Consideration was written in response to all public comments.
- Having a legislative oversight committee review the proposal to determine its fate.

From the public outreach, it was clear that many citizens felt nonresidents should pay more than residents do. Using demand elasticity modeling, the department learned that hunting licenses (rather than fishing licenses) could sustain price increases with relatively small losses in sales. Also, comparisons with Kentucky's nonresident license prices were at or below average—even though hunting opportunities were very advantageous (e.g., the elk hunt success rate is more than 70 percent). This helped justify increases in nonresident fees for hunting licenses and deer permits.

Also new was the opportunity for people to voluntarily contribute money online to special habitat and public access projects. A new Habitat and Public Access Donation was created with proceeds going to these new projects.

KDFWR's license increases are expected to yield about \$2 million annually. License sales were up nearly \$1 million in 2012, and 2013 is also trending up thanks to the state's resources and the department's heightened marketing efforts.

"The agency continues to pursue alternative funding sources to ensure long-term viability," says Clark. "Sponsorships of agency programs are showing promise. We'll also observe the extent of voluntary contributions, and whether promoting this opportunity to the broader community can generate significant revenue from nontraditional supporters as well as license customers." 🌿



SAVE THE DATE!

OWP will once again host its annual face-to-face conference in conjunction with the Pathways to Success Conference. As before, OWP will hold its conference the day prior to Pathways, on **Oct. 4**. Please plan to join us! More details to come.

**Pathways 2014:
Common Futures - Integrating Human Dimensions into
Fish and Wildlife Management**

**Estes Park, Colorado
October 5-9, 2014**



OWP in Action:

Supporting The Wildlife Society Council Strategic Planning

The Wildlife Society's five-year strategic plan received significant help from an OWP workshop conducted recently for The Wildlife Society Executive Director Ken Williams and Chief of Staff Darryl Walter.

The workshop was different than traditional strategic planning exercises, according to Ann Forstchen (Florida Fish and Wildlife Commission; OWP President), who co-facilitated with Loren Chase (Arizona Fish and Game; OWP Treasurer).

"Strategic planning typically starts with the current plan and looks forward," says Forstchen. "We began with a series of exercises that identified the organization's desired future conditions, without being constrained by current conditions. Then we developed a common understanding of their current conditions and discussed how to narrow the gap between their current and desired conditions."

One of the council members praised Chase's facilitation and leadership after the workshop by saying, "this was probably the best facilitated meeting in my career." He noted that Chase's combined knowledge of fish and wildlife management and of The Wildlife Society's structure and operations allowed the workshop to flow smoothly without requiring distracting explanations about terms and organizational processes.

The Wildlife Society Council will present the draft plan to membership in spring 2014, with plans for adoption at The Wildlife Society annual conference Oct. 25-30 in Pittsburgh, PA.

Want advice or assistance with your planning efforts? OWP has a network of experienced planners to help. Contact an OWP officer, or post a request on the OWP listserv.

AFWA Working Group

"Helping agencies become and remain relevant to contemporary society" is a goal of the new Adaptive Leadership Working Group, which was recently created with guidance from the AFWA Leadership and Professional Development Committee.

The working group builds upon the work of Drs. Cynthia Jacobson, Daniel Decker, John Organ and others who have written about and led workshops during the last three North American Wildlife and Natural Resources Conferences. OWP

co-sponsored and facilitated those workshops and paid the printing and distribution costs for the *Leaders' Guide: Transformation of State Fish and Wildlife Agencies*. Together, they are working to identify the needs and constraints for agencies to transform and build capacity in changing social and ecological conditions, according to Ann Forstchen.

As a colleague recently stated to Forstchen, "when addressing political and revenue support, wildlife agencies need to be more akin to the way coyotes address their resource needs (notorious for their behavioral plasticity) rather than that of black-footed ferrets (highly dependent upon one resource). In so doing, our respective organizations will assume the resiliency of the coyote, adaptive to ever-changing conditions."

Finding effective ways to move fish and wildlife staffs toward coyote-like behavior will be explored in this working group, which will partner with AFWA Diversity Work Group and others on specific issues at AFWA; North American, regional association and other meetings; as well as through collaborative electronic platforms. A particular priority is to study the "lessons learned" from programs that have achieved broadened stakeholder support, program boundaries or funding support.

"Through collaborative learning, we can build capacity in the agencies and the broader conservation institution by leveraging our collective knowledge," says Forstchen. "We want to assist agencies with the hard conversations about the challenges of adapting to today's conditions."

Learn more by contacting Ann.Forstchen@myFWC.com.





OWP Website News

We Moved! Make sure you bookmark and share our new URL:
www.wildlifeplanners.org

Get Involved: Your participation is important for keeping the OWP website updated, relevant and interactive. Here's how you can participate:

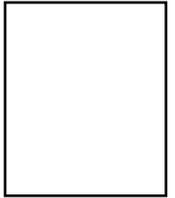
- **Share News:** Don't miss our News section on the website, which can be found at **www.wildlifeplanners.org/category/news/**. You'll find news on various issues pertaining to wildlife planners nationwide. You can also leave comments for individuals posting news stories, and learn more about various topics. "The News section is an excellent opportunity to showcase things going on around the country, including lessons learned and other issues pertinent to wildlife planners," says website manager Suzan Acre.
- **Keep News Current.** To contribute news, send information to Acre at **acresb@hotmail.com**. Include a short summary paragraph, your email address and a link to the full article. Acre will take care of getting the information approved and uploaded to the website. "I'll even let you know when your news item is posted on the site," she adds.
- **Lead the Change:** As state fish and wildlife agencies struggle to address new and emerging conservation challenges, OWP is leading the change with knowledge sharing. Visit **www.wildlifeplanners.org/leading-change/** to learn more about how you can participate and benefit.
- **Archive Materials:** OWP is working to get important executive committee documents, such as minutes and announcements, added onto the website for OWP ExCom members at **<http://wildlifeplanners.org/meeting-minutes/>**. Archiving these historical documents allows them to be easily accessed in future years. Contact Acre if you need assistance saving these historic materials on the site.
- **Update Contacts:** Help us keep OWP state agency contacts updated. Send name and email changes to **acresb@hotmail.com**.
- **Order Back Issues:** Want to read more? OWP has Management Tracks newsletters electronically available for the last 10 years. Visit **<http://wildlifeplanners.org/newsletter/>** for newsletters from 2003 through 2013. You can also order newsletters as far back as 1986. Contact **acresb@hotmail.com** for newsletters prior to 2003.
- **Receive Emails:** To receive OWP emails, send a blank message to **owp-request@wildlifeplanners.org** with the word "subscribe" in the subject area of your message.





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