

Management TRACKS



News from the Organization of Wildlife Planners

An affiliate of the Association of Fish and Wildlife Agencies

The Death of Wildlife Management?

By Michele Beucler, Idaho Department of Fish and Game

In 2004, Michael Shellenberger and Ted Nordhaus wrote a controversial essay called *The Death of Environmentalism: Global Warming Politics in a Post-Environmental World*. In this essay, the authors contended that the environmental community had utterly failed to engage the American public in the global warming crisis. Rather than pushing deep, strategic transformation necessary to meet a crisis of global magnitude, the environmental community sought shallow, tactical, and technical solutions. The result: strikingly little progress towards solving the problem.

This all sounds terribly familiar.

For some time now, I've heard the siren call of "declining participation in hunting and fishing" and what it might mean to the future of fish and wildlife management. Yet, despite a plethora of recruitment and retention efforts, annual participation rates continue to decline across much of the nation, and state fish and wildlife agencies are struggling to address 21st century conservation challenges such as rapid growth and development in key habitats, climate change, and nature-deficit disorder.

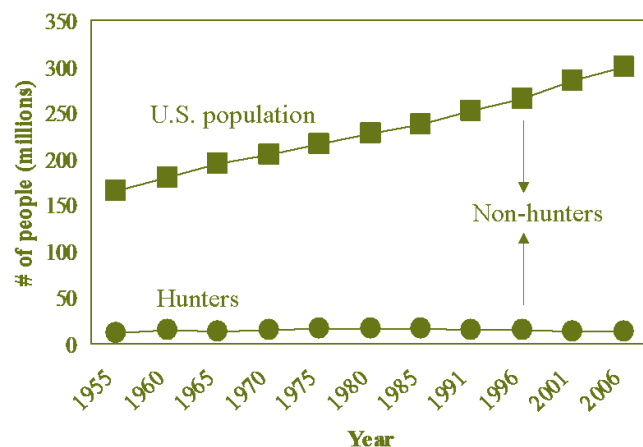
So, why aren't more Americans responding to our recruitment efforts? Are agencies ineffective at advertising and marketing? Are most people not interested in hunting and fishing? Or, is something else going on?

In their essay, Shellenberger and Nordhaus suggested that environmental organizations became just another special interest – proposing small policy fixes to save this "thing," the environment, rather than clarifying how completely relevant global warming is to human lives and livelihoods and seeking fundamental, transformative change.

Can we also say that about contemporary fish and wildlife management? Hunting and fishing will remain important threads of the American tapestry regardless of how many people participate – it is too much a part of human DNA, too much a symbol of American freedom, bounty, and wildness to fade away. However, the emphasis on game species and on selling fish and wildlife management primarily as a recreational pastime (i.e., hunting and

fishing) resonates with a shrinking minority of the citizenry. The vast and growing majority of Americans are, in effect, excluded from fish and wildlife management unless they become a hunter or angler. It could be argued, then, that recruitment and retention efforts also are narrow, tactical fixes and may be distracting state fish and wildlife agencies from engaging the broader citizenry and strategically addressing real 21st century conservation challenges.

Shellenberger and Nordhaus became convinced that modern environmentalism must die so that something new can emerge. Are we courageous enough to say that traditional fish and wildlife management must die? Those are strong and alarming words!



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The Prez Sez...

A few words from our president

By Verdie j. Abel
Ohio Division of Wildlife

The past year has been both challenging and exciting for the Organization of Wildlife Planners and its membership. While we saw the nation's economic issues hinder our ability to meet as a group, we did participate in a number of activities and national meetings, and we have made significant progress toward increasing the exposure and status of the organization on several fronts. I want to take this opportunity to update you on some of these efforts and ask for your participation and support as we enter some new waters. As the saying goes, many hands make for light work, so let's try to have as many hands as possible involved in these efforts so everyone can share in both the work and success of these challenges.

2010 OWP Annual Meeting and Conference

Even though we didn't get to meet as a formal group in 2009, we did have informal gatherings of OWP members at several national or regional meetings over the past year. One conference that stood out was the *Pathways to Success Conference* in Colorado in 2008. I understand this was a fantastic meeting and we have decided to pursue a formal partnership with this group for our 2010 OWP annual meeting and conference. This will allow OWP members to attend our annual OWP conference and participate in a national human dimensions-related conference at the same time. The 2010 *Pathways to Success Conference* (Sept. 27- Oct. 1 in Esters Park, Colo.; visit <http://www.ihdp.unu.edu/article/695>) is out of our normal OWP meeting window; however, I have no doubt that it will be a rewarding conference for everyone who attends. Expect to see more information and details about this in the upcoming months. Regarding help with planning and executing the conference, expect a phone call from the ExCom if we don't hear from you first.

Reviewing the North American Model of Wildlife Conservation

Don't get alarmed, we are not challenging the success of the North American (NA) model of wildlife conservation. What we are



considering is taking on a long-term project that will provide a forum for looking at the future of the NA model, specifically long-term funding issues and whether hunters and anglers can continue to be the primary benefactors of wildlife conservation. Several OWP members have noted that the issue has been loosely discussed at national meetings; however, there doesn't seem to be a focused effort to address the issue on a national level. Of course, several states have been successful in acquiring additional dedicated funding from a variety of sources, but at this point there isn't a national dialogue or forum for this topic. To aid in this effort, the OWP applied for a Multi-State Conservation Grant from the Association of Fish and Wildlife Agencies (AFWA), but we were not accepted for funding in the 2009 grant cycle. The OWP Executive Committee, however, decided to tackle this challenge on a long-term basis, without outside funding. Expect to see more on this effort as it develops, especially as the OWP attends national conferences and meetings over the next few years. (For example, see the cover story by Michele Beucler, "The Death of Wildlife Management?" and Cynthia Jacobson's article on the "Transformation of State Wildlife Agencies" on page 5.) Again, please contact me or any Executive Committee member if you have ideas or would like to help coordinate or lead this effort.

Miscellaneous Challenges

I don't need to go into details helping you understand how the nation's economic situation is affecting the OWP and its membership. Needless to say, the situation is dominating

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Prez Sez...

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virtually all state fish and wildlife agencies, and OWP members must be diligent in their efforts to stay connected and involved in the OWP as the nation weathers the economic downturn. This means we will probably have fewer face-to-face meetings, fewer state members, and overall fewer opportunities to interact. I challenge each of you to take a few minutes to reconnect with the OWP, regardless of your state's membership. We risk losing the synergy of our organization and ultimately the effectiveness of the OWP in the future. Please help me and the rest of the Executive Committee as we struggle through these tough times so we are a better and more effective organization in the future.

In closing let me simply thank everyone in the OWP for their continued support and efforts over the past few months. I want to especially thank past presidents Rob Brooks and Bill Romberg, as well as secretary Mary Lyon and treasurer Alicia Hardin, for their continued involvement in the executive committee; and thanks to president-elect Michele Beucler for taking on the OWP leadership one more time and for applying for the Multi-State Conservation Grant. But even with these great folks on the Executive Committee, there is always room for more involvement and ideas—so please feel free to contact any of us if you would like to help with any of the projects noted above. The future is bright for the OWP because of bright people like you.

-- Verdie J. Abel



Dedicated to improving the management of fish and wildlife agencies.

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OWP Annual Meeting at Fall 2010 Pathways to Success Conference

OWP and Colorado State collaborate to develop conference

OWP will be working with Colorado State University's Warner College of Natural Resources on developing the next **"Pathways to Success 2010 Conference: Integrating Human Dimensions into Fisheries and Wildlife Management,"** Sept. 27-Oct. 1, 2010, at the YMCA of the Rockies in Estes Park, Colo. This unique conference and training event first took place in Estes Park in the fall of 2008 and included 226 research presentations, multiple training workshops, and 355 attendees from around the globe! Many OWP members attended the 2008 conference. Given the alignment of conference goals with OWP's mission, the Executive Committee approached CSU about collaborating on the 2010 Pathways Conference program.

The OWP annual business meeting as well as OWP-specific networking and social events will be held in association with the conference to allow OWP members the chance to reconnect, while engaging with human dimensions of wildlife professionals from across the U.S. and around the world. Planning for the event has just begun, and program updates will be available on the conference website at

<http://warnercnr.colostate.edu/nrrt/hdfw/>

Mark your calendars *now* for the fall 2010 OWP gathering, and stay tuned for conference updates via the OWP email list, newsletter, and Web site at www.OWPWeb.org.

Field Notes

Arizona Fish and Game Department

After a few AGFD employees sat in on a session at the Pathways to Success Conference last year, we contracted with Dan Decker and his team from Cornell University to bring "Managers Model Training" to the Department. We hosted two sessions to (1) train our staff to train other staff within the Department on the process, and (2) encourage staff to use the process. We are planning on using a managers model process to develop some concepts for our next agency-wide strategic plan revision. Also as part of our strategic planning revision

process, we are using the talents of our new, true Human Dimensions expert, Loren Chase, to help gather information from the public, stakeholders, and employees on Department priorities. We're in the very early stages of this process. * The Department has had numerous staff changes recently and added two new branches, one to focus on wildlife recreation (including recruitment and retention) and the other to focus on shooting sports. As a result of the changes, we are hosting two "Program Leaders/Basic Grants Management" courses in February 2010 to help the new Program Leaders better understand their responsibilities in relation to Federal

Assistance. The courses will be taught by National Conservation Training Center instructors with assistance from U.S. Fish and Wildlife Service Regional staff. We are also developing training internally to increase awareness of their roles and responsibilities as Department leaders accountable for program-related decisions and guidance. * As with many states, Arizona's budget has a huge deficit, and efforts to close the gap may continue to include legislative budget sweeps of portions of our "unprotected" funds appropriated to us through the State's budget process. However, we have enough fluidity in our operations that we have not had to furlough employees.

Responsive Management Responds to State Planning Needs

Submitted by Joanne Nobile, Responsive Management

Arkansas Game and Fish Commission and Responsive Management to Develop 10-Year Strategic Plan

The Arkansas Game and Fish Commission (AGFC) recently contracted with Responsive Management to develop an agency-wide, 10-year strategic plan. This will be the AGFC's first strategic plan and will be based on input from AGFC employees, stakeholders, and the general public. The plan will involve evaluating the agency mission statement, establishing goals and a time frame for implementing them, clarifying how to make the most effective use of limited resources, and giving AGFC staff, stakeholders, and Arkansas citizens a sense of ownership regarding the agency's activities.

The AGFC will work with Responsive Management to complete a two-phase, multi-step process to ensure that the strategic plan is based on statistically accurate and scientifically defensible research. The first phase will include focus groups and telephone surveys of AGFC employees, stakeholders, and constituents. The second phase will involve development of the comprehensive strategic plan based on the research results, which will be a collaborative effort between Responsive Management and the AGFC.



Washington Department of Fish and Wildlife and Responsive Management Develop Marketing Plan to Increase Fishing Participation and License Sales

Responsive Management recently developed a marketing plan with the Washington Department of Fish and Wildlife to assist the Department in meeting several of its overall strategic goals. The marketing plan examines the opportunities and challenges that the Fish Program faces as it aligns itself with the needs and desires of Washington residents, explores the demographic trends taking place in Washington and important characteristics within various target markets, and offers communications recommendations and outreach strategies to increase fishing participation and license sales in the state.

The Death of Wildlife Management?

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However, we can choose to consider this death as part of a natural evolutionary cycle, as transformation, and not something that disappears forever (see *On the Day I Die* sidebar). Ultimately, state fish and wildlife agencies may not have a choice—the risk of inaction is death by ballot initiatives, lawsuits, and irrelevance.

Shellenberger and Nordhaus finished their essay with a metaphor that resonates with many planners:

“Anyone who has spent time near wide and wild rivers knows that crossing one on stepping stones requires first contemplating the best route. More often than not you must change your route halfway across. But, at the very least, by planning and pursuing a route you become conscious of the choices that you are making, how far you’ve really come, and where you still must go.”

“We, in the environmental community today find ourselves head-down and knee-deep in the global warming river. It’s time we got back to shore and envisioned a new path for the crossing.”

Let’s get back to shore and help scout a new path for the crossing. The OWP’s mission is to improve the management of fish

and wildlife agencies, and our collective membership excels in systems thinking, facilitation, group process techniques, and negotiation. Individually and collectively, we can offer structure and good process to the transformation of fish and wildlife management. The OWP Executive Committee is supporting transformation initiatives and several members already are involved in specific efforts. So, let’s answer the siren call and foster a deep, strategic transformation for crossing the wild river into 21st century fish and wildlife conservation.

On the day I die, when I’m being carried toward the grave, don’t weep.

Don’t say, “He’s gone! He’s gone.”

The sun sets and the moon sets, but they’re not gone.

Death is a coming together.

The tomb looks like a prison, but it’s really release into union.

The human seed goes down into the ground like a bucket into the well where Joseph is.

It grows and comes up full of some unimagined beauty.

Your mouth closes here and immediately opens with a shout of joy –

“There!”

Jelaluddin Rumi, 13th century
Translated by Coleman Barks

Reference

Shellenberger, M. and T. Nordhaus. 2004. *The Death of Environmentalism: Global Warming Politics in a Post-Environmental World*. 36 pp. Available at http://www.thebreakthrough.org/PDF/Death_of_Environmentalism.pdf

Transformation of State Wildlife Agencies: Challenges and Opportunities for Leaders

By Cynthia Jacobson, Alaska Department of Fish and Game

Leaders of many state fish and wildlife agencies (SFWAs) are grappling with questions as basic as how to ensure survival of their agencies. Most leaders know that their agencies need to “change,” to adapt to a dynamic socioeconomic environment. Nevertheless, they often are thwarted when attempting to initiate change they see as necessary to position their agencies to meet the needs of 21st century fish and wildlife conservation. Increasingly, leaders of SFWAs are seeking ways to broaden program scope to accommodate the diversity of societal interests and concerns regarding wildlife. Yet they encounter considerable challenges to strategic transformation as they run the gauntlet of responding to disparate interests and concerns of politicians, non-governmental organizations, and the public at large. In this daunting environment for SFWA leadership, professional discussion generally emphasizes the need to transform SFWAs, but provides little direction for achieving effective transformation and forging an adaptable, resilient wildlife conservation institution. *Transformation of State Wildlife Agencies: Challenges and Opportunities for Leaders* will offer a framework for enabling change in SFWAs, examining factors that have led to success in some cases and barriers that have impeded progress in others. The workshop will (1) help leaders understand organizational transformation and how to lead it; (2) offer agency and organizational leaders’ perspectives regarding ways to overcome impediments and facilitate change; (3) explore key elements of the state wildlife management institution of the future; and (4) provide opportunity for participants to discuss strategies to initiate transformation by building on their agencies’ strengths. A combination of presentations and facilitated discussion will engage and motivate leaders as they consider their own situations and what the future holds for their SFWAs.

A Workshop at the North American

Tuesday, March 23, 2010

8:30 a.m. – 5:00 p.m.

Sponsors: Wildlife Management Institute, Cornell University’s Human Dimensions Research Unit, Organization of Wildlife Planners

Session organizers: Cynthia Jacobson, Alaska Department of Fish and Game, and Dan Decker, Cornell University

Workshop Agenda Highlights

Fish and wildlife conservation and management in the 21st Century—understanding challenges for institutional transformation: *Cynthia Jacobson, Assistant Director, Division of Wildlife Conservation, Alaska Department of Fish and Game*

Understanding organizational transformation and how to lead it: *Daniel Decker, Professor and Director, Human Dimensions Research Unit, Cornell University*

Expanding SFWA goals—laying the groundwork for organizational transformation: *Rebecca Humphries, Director, Michigan Department of Natural Resources*

Expanding our scope and depth of influence—broadening SFWAs’ activities and beneficiaries to meet the diversity of public needs and interests: *David Goad, Wildlife Chief, Arkansas Game and Fish Commission*

Importance of partnerships for success—the NGO perspective: *Keith Aune, Senior Conservation Scientist, Wildlife Conservation Society*

Toward the state fish and wildlife management institution of the future—key elements; *John Organ, Wildlife and Sport Fish Restoration Chief, USFWS*

Who is responsible to work on change? *Jim Martin, Conservation Director, Berkeley Conservation Institute and Chairman, Teddy Roosevelt Conservation Partnership*

What tools do SFWA leaders need to assist with the transformation process? In the afternoon, breakout groups facilitated by OWP members will address focused questions on this topic. Desired outcomes include identification of (1) impediments to change; (2) leaders’ perceptions of agency strengths on which they can build to overcome impediments and move their agencies toward transformation; and (3) specific needs requiring leaders’ strengths in facilitating the transformation process. This input will be used to draft a preliminary needs assessment for review and discussion at the 2010 Association of Fish and Wildlife Agencies meeting. A final draft will be provided to workshop attendees.



Excellent Facilitators Needed!

Interested in facilitating for the Transformation Workshop? Contact:

•Michele Beucler 208.287.2856 michele.beucler@idfg.idaho.gov

•Brian Stenquist 651.259.5144 brian.stenquist@dnr.state.mn.us

Socioeconomic Diagnostic Tool for Land Management and Planning

By Lynne Koontz, Jessica Montag, and Natalie Sexton, U.S. Geological Survey, Fort Collins Science Center

Lands and resources managed by federal, state, and local agencies provide many goods and services that contribute to the social and economic well being of local communities. These include such benefits as recreational opportunities, commercial uses, ecosystem services, and subsistence. Management actions on these lands and resources can affect various private and public stakeholders who often have diverse values and preferences about the use and management of public resources. Therefore, these social and economic impacts of planning and management need to be adequately and systematically addressed, particularly in controversial situations where diverse stakeholders are highly engaged and may contest management decisions. In fact, many state and federal agencies require that socioeconomic impacts be evaluated as part of their planning processes.

Although consideration of socioeconomic impacts is essential when evaluating the possible effects of management actions, many land and resource planners or managers are not familiar with the variety of methods that social scientists and economists use to identify, measure, and analyze these impacts. Furthermore, limited planning budgets and timeframes often constrain the scope of social and economic analyses, requiring identification and prioritization of the most pressing social and

economic issues that *must* be addressed within the management plan (e.g., sensitive or controversial management issues or major changes in management activities).

To provide a consistent framework for this process, social scientists with the U.S. Geological Survey, Fort Collins Science Center are developing a Web-based decision tool that will enable planners and managers to create a custom-tailored socioeconomic assessment plan for their individual land unit and their specific planning issues. Using the tool, planners and managers can identify the broad resource themes they may want to address in their plans; identify sub-issues to assess under those broader themes; and determine the scale of the issue and potential controversy. The Tool uses the information they enter to generate the appropriate methods and level of analysis needed to address those identified issues.

This tool will improve the planning process by:

- systematically covering the breadth of issues facing land and resource management agencies;
- identifying and prioritizing the planning issues that will require a social and/or economic analysis in the management plan;

- realistically accounting for budget and time constraints by providing accurate costs of each valuation method;
- including consideration of appropriate regulations regarding environmental policy; and
- providing justification and documentation of the chosen analysis and tools.

With ever-increasing litigation and appeals on land and resource management decisions, a tool that contributes to identifying, justifying, and documenting the appropriate social and economic analyses to evaluate the impacts of management actions will greatly support the planning process. A prototype of the tool was tested with several state agency representatives at the fall 2008 conference, "Pathways to Success: Integrating Human Dimensions into Fish and Wildlife Management." State representatives communicated their need for a tool of this kind to facilitate implementation of State Wildlife Action Plans.

We are currently working with two federal agencies to refine and test the tool. Once testing is completed, the tool can be expanded for use by other federal, state, and local resource management agencies.

If you or others in your agency are interested in learning more about the tool, please contact Lynne Koontz at koontzl@usgs.gov or 970-226-9384.

Climate Change Help Online

New USFS Climate Change Short Course: Electronic, FREE!

The U.S. Forest Service (USFS) has released an interactive short course that presents current scientific knowledge on adapting to climate variability and change in wildland management. The self-paced course is intended to help resource managers and decisionmakers plan for future climate-driven uncertainties. "**Adapting to Climate Change: A Short Course for Land Managers**" is available as a DVD or online at the USFS Climate Change Resource Center (<http://www.fs.fed.us/ccrc/hjar>). It features 15 video lectures along with slide presentations, interactive quizzes, literature citations, and links to additional information. The content was produced during a July 2008 workshop that brought together key Forest Service and U.S. Geological Survey scientists, academicians, and resource managers. DVD copies of the course can be requested by emailing pnw_pnwpubs@fs.fed.us or by calling 503-261-1211 and referencing "PNW-GTR-789."



Tennessee Wildlife Resources Agency

We have passed the mid-point of our current strategic plan (2006–2012) and we are drafting an interim report on accomplishments thus far. State government has implemented an Enterprise Resource Planning (ERP) system, replacing the software for recording work time, payroll, assets, purchasing, bill payment, grants management, etc. As might be expected with a new software, some modules are not working very well, and even when they do work, the processes are very time consuming. * Gary Myers, our Executive Director for over 30 years, retired in March 2009. Long-time employee Ed Carter is the new Director. Assistant Director Ron Fox retired in September and his position is currently vacant. * As part of our Comprehensive Wildlife Conservation Strategy, Tennessee has monitored bat populations for several years using State Wildlife Grants funding. We have now modified our monitoring regimen to assess the presence of White Nose Syndrome, which has decimated some bat populations in the northeast and has been found near the Tennessee border. All government-owned caves in the state are now closed to human entry. * Finally, in October 2009 Tennessee held its first elk hunt in

Field Notes

140 years. Elk restoration began in 2000 and we currently have about 300 elk. Five permits were issued for a five-day hunt. By the middle of day 2, each of the five hunters had harvested a large bull.

Utah Division of Wildlife Resources

The Utah DWR has reinvented the planner position, elevating it to Human Dimensions (HD) Coordinator, based in the agency's Conservation Outreach Section. The biggest HD initiative right now is the Customer Feedback Project, an agency-wide feedback loop enabling internal and external users to dialogue with us about their opinions concerning satisfaction, quality, access, and delivery of our products and services. Over 30 program coordinators have been interviewed. * Part of the new HD position involves growing the agency's Leadership Development Program (LDP). Curricula are offered through the Management Assistance Team as well as Franklin-Covey. Currently approximately 40 employees are enrolled in courses, both online and in-person, guided by Individual LDP Plans endorsed by employees' immediate supervisors and Regional Supervisors or Section Chiefs. Five online course completions

are required; and of two elective online courses and five 2-day training workshops offered, three must be completed to graduate. A "stretch assignment" is also mandatory, where each employee applies the lessons learned throughout their coursework. Five paid hours per week to do homework during each online course is allowed, and for each course completed an "I Really Appreciate You" (IRA) is awarded (1 day of paid Administrative Leave). The Director's Office pays for tuition, books, and materials, and IRAs are covered by employee budgets. * The HD Coordinator is also an Adjunct Faculty member of Utah State University's College of Natural Resources, Department of Environment and Society. The position provides access to social science expertise for various HD Projects such as the 5-Year Statewide Creel Census, undertaken as one of the collaborative research projects possible through the USU Cooperative Fish and Wildlife Research Unit. Finally, being in the Conservation Outreach Section involves working with the Education programming staff to augment their efforts in coordination of nature-based tourism and environmental education networking duties statewide.

OWPWeb News

By Suzan Acre, Webmaster

MEMBERS, here are some important things you can do to keep abreast of things going on with OWP and help us keep www.owpweb.org up-to-date!

OWP Email Discussion List: As a member of OWP, you can sign up to receive and send e-mails through our OWP ListServ. See our Web site article, *E-mail Discussion List*, for information on this service. You will need to log in to access this part of our site. If you thought you had signed up but aren't getting mail from it, check to see if your email address is up-to-date. If you are still having problems, email acresb@hotmail.com for assistance.

Proceedings from the OWP 2009 Annual Meeting, held in conjunction with the 74th North American Wildlife and Natural Resources Conference, will be posted on the **Conference Proceedings Archive**. Watch for them!

Membership: New members were added as a part of the membership drive before and during the 2009 Conference. You can become an OWP Member at any time. See our **membership registration categories** for individual or group memberships.

Book Reviews: Do you have a book review to contribute? We would like to add **short book or journal article reviews** to our Web site. Please share with your colleagues reviews of any books or articles on current cutting-edge theories and practices for agency planning and management.

Members Section: Committee chairs, I can place your important documents, including minutes, announcements, etc., on your Committee pages and help you keep them up-to-date. Just email me for assistance.

Web Help: For any problems with the OWP Web site, including site or page access, becoming a member, updating your membership information, using the ListServe,

www.owpweb.org

updating Web pages for which you are responsible, or broken links—please email me at acresb@hotmail.com.

Keeping our information current: We need your continued vigilance in these areas:

State Agency Strategic Plans: A big thanks to those of you who have sent me new links to your State's Strategic Plan. We now have nearly all states represented. If we are still missing your state's plan, or if the URL has changed, please email me with the correct URL for your state's current strategic plan, and, if you have it, your state's Wildlife Action Plan.

State Agency Contacts: We strive to keep our state agency contacts up-to-date. If your agency OWP contact has changed, please take a moment to send me correct information on the new contact so we can ensure important membership information finds its mark.

For more OWP news, visit www.owpweb.org

Sign Up by March 19 for MAT's Online Leadership Courses

Registration for Spring 2010 online courses is now open. Before registering for the courses, you must register for the matteam.org website if you have not previously done so. Once you are logged into the MAT website, you will be able to see your course registration history, where the registration process is simplified.

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

Spring 2010 Courses

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

Dates and Info

- Registration deadline: March 19
- Online tutorial begins: April 5
- Courses begin: April 12
- Course descriptions and registration: <http://www.matteam.org/joomla/content/view/114/1/>
- Contact: Amanda (304) 876-7797

USGS 2010 Negotiations Training for Natural Resource Professionals

The USGS Fort Collins Science Center will be offering **Negotiation Skills for Natural Resource Professionals: Building a Foundation** in Fort Collins, Colo., **May 11-13, 2010**. This basic course, a mixture of lecture, hands-on training, and discussion, provides participants with in-depth natural resource negotiation strategies, skills, and techniques. The **Strategies and Tactics for the Experienced Natural Resource Negotiator** training course (formerly the "Advanced Course") will be offered **September 14-16, 2010**. For more information on both courses, visit <http://www.fort.usgs.gov/Products/Training/NegTraining/>.



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