

What's in the Works - October 2007

As discussed during our last scheduled "Structured Decision Making - Community of Practice" conference call, I have compiled a monthly summary of ongoing and upcoming activities which involve structured decision making either as training or in practice. This summary is intended to help us all stay on top of what efforts are underway and also help identify opportunities where we can work with and help each other on specific decision problems. This monthly newsletter will not replace the website that we still plan to get underway soon. Thanks in advance for your assistance and feedback to keep this information current and useful.

Structured Decision Making Community of Practice (ongoing): A community of practice is a group of people who share a concern, set of problems, or passion about a topic, and who deepen their knowledge and expertise in this area interacting on an ongoing basis. If you are reading this, you are part of our community of practice in structured decision making. This monthly newsletter is intended to assist you in staying in touch with others who are teaching themselves and others about opportunities to use structured decision making to improve our management of conservation resources. We also hope this information will also allow you to identify opportunities to work with others on specific decision problems. Please help us keep this information sharing active by participating in the listserve and sharing your experiences.

Structured Decision Making Training:

Structured Decision Making Train-the-trainer workshop (October 1-5, 2007)-NCTC: This workshop was designed for FWS and USGS staff who have both an interest in and experience with structured decision making with an opportunity to develop as instructors. The workshop included three days of instruction covering the fundamentals of structured decisions by Drs. Robin Gregory, Mike Runge, Jean Cochrane, Jim Lyons, Sarah Converse, and Steve Morey, followed by 1.5 days devoted to the design and testing of class exercises employing different structured decision techniques to real FWS conservation decisions. Participants in this workshop will continue to work together in the design and delivery of the new "Introduction to Structured Decision Making" course scheduled for next March 2008 (see below). If you are interested in helping with the design of this new course please contact Karene Motivans at 304-876-7458 or karene_motivans@fws.gov.

Principles of Modeling for Conservation Planning and Analysis ECS3149: This course focuses on the use of models in conservation planning and includes an excellent introduction to incorporating structured decision making techniques in a variety of natural resource forums. This course is highly recommended for anyone who will be participating in a structured decision making process and/or is interested in an overview of what structuring decisions is all about. The course is taught by Dr. Tony Starfield (Univ. of MN-retired) and is one of NCTC's most popular courses. Dates for this course in FY08 are listed below. Contact: Donna Brewer at 304-876-7451 or donna_brewer@fws.gov.

October 29-November 2-Atlanta, GA

December 10-14, 2007-NCTC

April 14-18, 2008-Albuquerque, NM

DOI Adaptive Management distance broadcast (November 29, 2007): Work is progressing on the design of the third and final broadcast of the DOI's technical guide for Adaptive Management. Copies of the first two broadcasts "Adaptive Management Overview and Orientation" (May 27, 2007) and "Implementing Adaptive Management: set-up phase" (September 27, 2007) are available on request or on the DOI's Adaptive Management website at:

<http://www.doi.gov/initiatives/AdaptiveManagement/training.html>. Copies of the technical guide can also be downloaded from the website. The third and final broadcast in this series "Implementing Adaptive Management: iterative phase" will occur on November 29, 2007, from 2-4 ET. Details of how to enroll in this course through DOI Learn and how to access the broadcast may be found at the website listed above. For additional information please contact Dave Lemarie at 304-876-7490 or dave_lemarie@fws.gov.

Introduction to Structured Decision Making CSP3171: NEW! This course will provide participants with an introduction to structured decision making in the context of natural resource management problems. Progressing from the foundation in structured decision making that begins with knowledge of current practices, theory, and noteworthy case studies from FWS and USGS, this course will provide hands-on experience using various decision tools including, decision trees, multiple objective ranking techniques, and expert panels. This course is currently being designed by USGS and FWS scientists for delivery March 10-14, 2008 at NCTC. Teams from October's Train-the-Trainer workshop have developed skill checks in several techniques for this new class. Contact: Karene Motivans at 304-876-7458 or karene_motivans@fws.gov.

Structured Decision Making Workshops:

FWS/USGS Structured Decision Making Workshops (January 28-February 1, 2008 and July 21-25, 2008): NCTC has scheduled three FWS/USGS Structured Decision Making workshops for FY08. The workshops are designed to develop applications of structured decision making for real, applied FWS problems that are local in scope, and in the process, increase capacity in structured decision making expertise within the FWS and USGS. The workshops provide participants with "practice" and skills development with structured approaches (or rapid prototypes) for addressing natural resources decisions in real-life situations. Participation in the workshop is by pre-selected teams of who represent the roles of coordinator, subject matter expert, technical expert, and/or observer - depending on the the individual decision problem. Each team is assigned a SDM consultant (or coach) to assist them in defining their decision problem and in the development of their initial prototypes. Proposals submitted for the first workshop, January 28-February 1, 2008 at NCTC - are currently under review and selection of the successful case studies will be completed soon. Consultants for the January workshop will be determined following the selection of the case studies. A call for proposals for case studies for the second workshop, July 21-25, 2008 will be announced in February 2008. For more information please contact: Donna Brewer (FWS-NCTC) at 304-876-7451 or donna_brewer@fws.gov or Mike Runge (USGS) at 301-497-5748 or michael_runge@usgs.gov.

NCTC is partnering with R3 for a third workshop next January 14-18, 2008, in LaCrosse, WI, to explore and develop a structured decision making (SDM) approach for three focal areas identified in R3's Strategic Habitat Conservation (SHC) framework. This workshop will expand the SHC discussion to on-the-ground practitioners using a structured approach and identify start-up opportunities at pre-selected local and regional scales. In addition to expanding expertise in SHC within R3, the workshop will develop and document examples of how to approach SHC for use in training by NCTC and in outreach. Since the workshop will focus on developing a structured process for specific case studies, team members will participate in an R3 "Orientation to SHC" workshop in November. Each team will work with a SHC and SDM coach. SHC coaches include: Pat Heglund, Craig Czarnecki, and Tom Will. SDM coaches will include Drs. Tony Starfield, Jean Cochrane, Eric Lonsdorf, and Jim Lyons. Contact: Donna Brewer/Pat Heglund.

Follow-up to Workshops:

July 2007 Workshop: A Structured Decision Making (rapid prototyping) workshop was held at NCTC from July 9-13, 2007. The workshop provided an opportunity for four different teams to apply rapid prototyping to pre-identified decision problems. Each of the four teams had an experienced "consultant" assigned to assist them work through defining the decision problem, structuring their decision process, and developing a first (rapid) prototype. The teams also had a "coordinator", "facilitator", and included species experts, modeling experts, or managers as needed. Observers (=apprentice consultants) were also present as part of a mentoring exercise. The consultants and participants in each team are identified below. Drs. Tony Starfield (Univ. of MN-retired) and Mike Runge (USGS-Patuxent) acted as "Uber consultants" to the entire workshop. The final reports and ppt presentations are available at the following website:
http://training.fws.gov/branchsites/CSP/Resources/Decision_Analysis/Rapid_Prototyping_Seminar.htm

All four of the teams are actively continuing work on the structured processes developed during the workshop. An update on activities from the four teams is provided below and will be updated in future newsletters.

Bull Trout team: Maximizing Bull Trout Conservation through Workload Allocation under Section 7 of the Endangered Species Act. Team members included Kevin Shelley, coordinator (FWS-R1), Sarah Converse, co-consultant (USGS), Steve Morey, co-consultant (FWS-R1), Debby Crouse (FWS-R9), Jeffrey Chan (FWS-R1), and Andrea LaTier (FWS-R1). This team is scheduled to meet in Lacey, WA, the week of October 22 to refine model and brief managers. Contact: Kevin Shelley at 360-753-4325 or kevin_shelley@fws.gov.

Atlantic Salmon team: Chose a management strategy and a set (or portfolio) of actions to maximize the probability of Atlantic Salmon recovery within defined budget and logistical constraints. Team members: Melissa Laser, co-coordinator (Maine Atlantic Salmon Comm.), Jean Cochrane, consultant (FWS-R9), Mary Parkin, co-coordinator (FWS-R5), Lori Nordstom (FWS-R5), Mark McCollough (FWS-R5), Martin Miller (FWS-R5), and Paul Santavy (FWS-R5). This team met in August and is scheduled to meet again the week of October 15. Dr. Robin Gregory will join them as a consultant. Contact: Mary Parkin at 413-253-8617 or mary_parkin@fws.gov or melissa.laser@maine.gov.

Horseshoe crab/shorebird team: Application of Structured Decision Making to Multi-species Management of Horseshoe Crab and Shorebird Populations in Delaware Bay. Team members: Gregory Breese, co-coordinator (FWS-R5), David Smith, co-coordinator (USGS), James Nichols, co-consultant (USGS), Jim Lyons, co-consultant (FWS-R9), Anne Hecht (FWS-R5), Nigel Clark (British Trust for Ornithology), Stewart Michels (Delaware Fish & Wildlife), Mike Millard (FWS-R5), Annette Scherer (FWS-R5), and Brad Spear (Atlantic States Marine Fisheries Comm.). **Summary & Update:** Concern over the decline of shorebird populations using Delaware Bay, coupled with a decline in the horseshoe crab population during the mid 1980s through the late 1990's when harvest rates increased dramatically, led to a series of harvest restrictions and intense debate. Management of the horseshoe crab fishery is informed from two independent Technical Committees, one focused on horseshoe crabs and the other on shorebirds. This has resulted in distrust and opposing recommendations. A Joint Meeting of the two committees was planned in order to develop an overall adaptive management approach to management decision-making for the horseshoe crab fishery. In July 2007, a Planning Team for this Joint Meeting attended the Rapid Prototyping Workshop in Structured Decision Making. This workshop allowed the Team to go through the process that was envisioned for the Joint Meeting. Doing this in with a small team demonstrated how a structured decision approach could be applied to multi-species management of horseshoe crabs and shorebirds, and helped the Team set their expectations for how much could be accomplished.

The Joint Meeting was held in October 2007 at NCTC. The fundamentally transparent process of Structured Decision Making proved extremely valuable. There was a great deal of distrust going into the meeting and some participants were determined to argue for their particular decision making approach. By having this open process, working step by step through defining the problem, objective, conceptual model, and alternatives, the participants could see that their interests and concerns would be addressed. Having both a facilitator and expert in SDM/ARM seemed to be very helpful for the group as well. The participants could see that they were building this new approach, not merely accepting someone else's approach. NCTC also provided a good environment to encourage dialogue and after meeting discussion. Feedback from participants was unanimously positive, with participants fully engaged and interested moving forward rapidly to use the agreed upon ARM approach to inform Management in August 2008. This team is scheduled to meet at NCTC the week of October 15 and will include stakeholders. Contact: Gregory Breese at 302-653-9152 x15 or gregory_breese@fws.gov or Dave Smith (USGS) at 304-724-4467 or david_r_smith@usgs.gov.

Mt. Graham red squirrel team: Development of a transparent decision-making process for deriving recovery criteria for the Mt. Graham Red Squirrel. Team members: Marit Alanen, co-coordinator (FWS-R2), Cathy Crawford, co-coordinator (Arizona Game & Fish), Eric Lonsdorf, consultant (Lincoln Park Zoo), Paul Barrett (FWS-R2), Joan Scott (Arizona Game & Fish), and Craig Wilcox (US Forest Service). Contact: Marit Alanen at 520-670-6150 x234 or marit_alanen@fws.gov or Cathy Crawford at 520-388-4447 or ccrawford@azgfd.gov

March 2007 Workshop: Final presentations from the March 2007 workshop in LaCrosse, WI (which also included some population and spatial modeling) will soon be available on the web. Final reports from these teams will be posted as soon as they are available. Updates on activities of the three teams will be posted in the November newsletter:

Migratory Bird team: Habitat limitations for migrating waterfowl in the Central/Mississippi Flyway. Team members: Pat Heglund, facilitator (USGS); Eric Lonsdorf, consultant (Lincoln Park Zoo); Jorge Coppen (FWS-R9); coordinator; Steve Delehanty (FWS- R3); Tim Fox (USGS); Rex Johnson (FWS-R3); Tim Jones (FWS-R9); Kevin Kenow (USGS); Wayne Thogmartin, consultant (USGS). Contact: Jorge Coppen at 301-497-5792 or jorge_coppen@fws.gov or Pat Heglund (USGS) at 608-781-6338 or patricia_heglund@usgs.gov

Upper Mississippi River team: Prioritization of Habitat Restoration Projects on the Upper Mississippi River System. Team members: Melinda Knutson, facilitator (FWS-R3/5), Tony Starfield (consultant); Bob Clevestine, coordinator (FWS-R3), Carl Korschgen (USGS), Mike Griffin (Iown Dept. Nat. Res.), Chuck Theiling (Corps of Engineers), Hank DeHaan (Corps of Engineers), Karen Westphall (FWS-R3), Marvin Hubbell (Corps of Engineers), Ken Lubinski (USGS) and Wayne Thogmartin (consultant). Contact: Chuck Theiling at 309-794-5636 or charles.h.theiling@usace.army.mil or Melinda Knutson at 607-781-6339 or melinda_knutson@fws.gov.

Short-jawed cisco team: Status review of the shortjaw cisco. Team members: Jean Cochrane, consultant (FWS-R9), Jennifer Szymanski, facilitator (FWS-R3), Laura Ragan, coordinator (FWS-R3), Leslie Tewinkle (FWS-R3), Tom Todd (USGS), Chuck Bronte (FWS-R3), Mike DeCapita (FWS-R3), Phil Schneeberger (State of Michigan), and Mike Hoff (FWS-R3). Contact: Laura Ragan at 612-713-5157 or laura_ragan@fws.gov or Jennifer Syzmanski at 612-713-5342 or jennifer_syzmanski@fws.gov.

Other Structured Decision Making activities:

Strategic Habitat Conservation: Watch this space!

Adaptive Management Consultancy Workshops: The Adaptive Management Consultancy project was developed to guide the implementation of adaptive management within the National Wildlife Refuge System. The goal for FY07 is to establish refuge system case studies to demonstrate the full cycle of adaptive management decision making on the ground and show how adaptive management can improve efficiency and effectiveness in the conservation of biological resources in the NWRs. Several case studies have been identified which focus on management decisions that refuge, wetland management district, and private land biologists make repeatedly and where proper evaluation of management actions will help to guide future decision-making. For each case study, a teams of consultants, consisting of FWS or USGS staff, university scientists, and other experts will assist in structuring an adaptive management approach to the resource management problem. In the process, the workshops aim to build capacity (learning) within the FWS to independently assess, model, and implement adaptive management on refuges.

These workshops provide a unique opportunity to expand learning for practitioners developing expertise in structured decision making by observing experts guide groups through the development of an adaptive management framework. That being said, NWRs staff involved with the Consultancy can also expand their expertise by partnering with participants in Structured Decision Making workshops and/or observing. The coordinators of the Adaptive Management Consultancy project,

Hal Laskowski and Melinda Knutsen, and I encourage the participation of individuals interested in developing skills in structured decision making/adaptive management. If you are interested in observing one of the consultancy workshops, please contact Melinda Knutson directly at 608-781-6339 or melinda_knutson@fws.gov. A list of currently scheduled workshops follows and will be updated each month:

October 23-24 = Blackwater NWR: Wetland loss and fire effects at Blackwater NWR - consultant: Jim Lyons (FWS)

November 14-15 = Morris WMD & partners: Strategies to support native plants and discourage weeds in prairie remnants and restored prairies - consultants Clint Moore (USGS)

November 27-28 = Maine Coastal Islands NWR: Vegetation Management to improve habitat for nesting seabirds - consultant Bill Kendall (USGS)

January 16-17 = Blackwater NWR: Wetland loss and fire effects at Blackwater NWR (continued) - consultant: Fred Johnson (FWS)

January 29-30 = Parker River, Rachel Carson, Rhode Isl, Eastern Mass. NWRs - Management of shrub habitats to support high priority species - consultant: Mike Conroy (USGS)

March 11-12 = Windom WMD - Managing temporary wetlands - consultant: TBD

Adaptive Management Conference Series: The USGS Adaptive Management Conference Series is an annual meeting of practitioners of formal technical methods for adaptive management. The meetings include a mix of talks on methods (like stochastic dynamic programming, Bayesian updating, etc.) and applications. The next meeting is scheduled for January 22-23, 2008 in St. Petersburg, Florida. Contact: Mike Runge

Adaptive Resource Management for Threatened and Endangered Species Project: This joint USGS/FWS collaboration was undertaken to develop case studies of adaptive management for field-office level applications under the ESA. The final reports describing the frameworks designed by these teams are nearing completion and will be submitted for publication soon. Overall project contact: Mike Runge

Mead's Milkweed team. Title: Recovery of Mead's Milkweed (*Asclepias meadii*): an adaptive framework for decision making under uncertainty. Team members include Clint Moore (USGS), Kris Lah (FWS-R3), Lianne Ball (USGS), Chris Fannesbeck (Florida Fish and Wildlife Conservation Commission), Christine Hunter (U. Alaska-Fairbanks), Paul McKenzie (FWS-R3), Michael Runge (USGS), Katriona Shea (Pennsylvania State Univ.), and Leslie TeWinkel (FWS-R3). Contact: Clint Moore at 706-542-1609 or cmoore@smokey.forestry.uga.edu.

Bull Trout team. Title: Adaptive management of bull trout populations in the Lemhi Basin. Team members include Jim Peterson (USGS), Carmen Thomas (FWS-R1), Ralph Thompson (FWS-R1), Damien Miller (U. Nebraska), Bill Kendall (USGS), Drew Tyre (Univ. of Nebraska), Tiffany Bogich (Penn State Univ.), Sarah Converse (USGS), Jeri Wood (FWS-R1), and Mike Runge (USGS). Contact: Jim Peterson at 706-542-1166 or peterson@smokey.forestry.uga.edu.

Florida scrub-jay team. Title: Development of an adaptive habitat-management strategy for Florida scrub-jays. Team members include Fred Johnson (USGS and FWS-R9), David Breriner

(Dynamac Corp.), Brean Duncan (Dynamac Corp.), Ken Williams (USGS), and Mike Runge (USGS).
Contact: Fred Johnson at 352-392-5075 or fjohnson@usgs.gov.

Regional Structured Decision Making activities (ongoing): I will be asking the contacts to send me this information in future months.

Region 1 - Contact: Steve Morey

CNO - Contact: Diane Elam or Paul Barrett

Region 2 - Contact: Steve Chambers

Region 3 - Contact: Teresa Woods

Region 4 - Contact: Erin Rivenbark

Region 5 - Contact: Mary Parkin or Anne Hecht

Region 6 - Contact: ?

Region 7 - Contact: Angela Matz

Region 9 - Contact: Debby Crouse

Upcoming Activities: The following list summarizes activities which involve the application of structured decision making to natural resource issues. This list is provided for several reasons: 1) to encourage the exchange of information/experiences; 2) to begin to collect these experiences so we all can learn from them; and 3) to give you the opportunity to build your own expertise by participating and/or observing others in the process of structured decision making. Several of the activities listed below represent opportunities for qualified individuals to gain knowledge from experts by attending upcoming meetings/workshops. For example, your role could be as a design team member or instructor in one of our new courses, a teachers aide in one of Tony Starfield's Modeling courses, an apprentice to one of the consultants in a planned workshop, or an observer at someone else's workshop. Depending on the workshop and your own skills, your opportunity to participate could also involve taking on some of the facilitation or modeling - this is up to you and the individuals responsible for the individual workshop to agree on. If you are interested in any of the following opportunities please contact the individual directly. Since most of these are personal development opportunities you should plan to be on your own for travel.

I will be updating this list each month, so if you want to share information about an upcoming meeting, please let me know asap. If you want to also add a request for assistance, please include that information with your request.

October 1-5 = Structured Decision Making: Train the Trainer, NCTC - although this date has passed you can still contribute to the design of our new course in Structured Decision Making - see Karene Motivans for details.

October 16-18 = ASMFC Horseshoe Crab and USFWS Shorebird Technical Committee Joint Meeting, NCTC, James Nichols (USGS) consultant - contact: Gregory Breese/Dave Smith

October 17-18 = Follow-up workshop for Bull Trout Team (July 2007), Lacey - Sarah Converse (USGS)/Steve Morey (FWS) consultants - contact: Kevin Shelley

October 16-18 = Follow-up workshop for Atlantic Salmon Team (July 2007), Maine - Robin Gregory (Decision Research) - consultant - contact: Mary Parkin

October 23-24 = Adaptive Management Consultancy, Blackwater NWR: Jim Lyons (FWS) consultant - contact: Melinda Knutson

October 29-November 1 = Principles of Modeling, Atlanta, GA. Tony Starfield (Univ. of MN-retired) instructor - contact: Donna Brewer

November 14-15 = Adaptive Management Consultancy, Morris WMD: Clint Moore (USGS) consultant - contact: Melinda Knutson

November 14-15 = Strategic Habitat Conservation Overview for participants of R3 Structured Decision Making workshop in January 2008. contact: Pat Heglund

November 27-28 = Adaptive Management Consultancy, Maine Coastal Is. NWR: Bill Kendall (USGS) consultant - contact: Melinda Knutson

November 29 = DOI Adaptive Management Technical Guide: Iterative Phase (broadcast # 3) - instructors: Ken Williams, James Nichols, Fred Johnson, Bill Kendall - contact: Dave Lemarie

December TBD = Follow-up workshop for Migratory Bird Team (March 07), Chicago - consultant - Eric Lonsdorf - contact: Tim Jones

December 10-14 = Principles of Modeling, NCTC: Tony Starfield (Univ. of MN-retired) instructor - contact: Donna Brewer

January 14-18 = Rapid Prototyping Workshop: Strategic Habitat Conservation, LaCrosse, WI: Tony Starfield, Jean Cochrane, Eric Lonsdorf, Jim Lyons - consultants - contact: Donna Brewer/Pat Heglund

January 16-17 = Adaptive Management Consultancy, Blackwater Refuge (continued) - Fred Johnson (FWS) consultant, contact: Melinda Knutson

January 23-25 = Adaptive Management Conference Series, Florida - contact: Mike Runge

January 29-30 = Adaptive Management Consultancy, Parker River, Rachel Carson, Rhode Isl, Eastern Mass. NWRs - Mike Conroy (USGS) consultant, contact: Melinda Knutson

January 29-February 1, 2008 = Rapid Prototyping Workshop, NCTC: Mike Runge, Jean Cochrane, TBD, TBD - consultants - contact: Donna Brewer/Mike Runge

March 10-14, 2008 = Structured Decision Making (new course), NCTC - contact: Karene Motivans

March 11-12 = Adaptive Management Consultancy - Windom NWR - consultant TBD - contact: Melinda Knutson

Spring 2008 = Scientific Principles and Techniques for Endangered Species Conservation, TBD-West Coast - Instructor TBD - contact: Dave Lemarie

April 14-18, 2008 = Principles of Modeling, Albuquerque, MN: Tony Starfield instructor - contact: Donna Brewer

Spring 2008 (Dates TBA) = SDM Rapid Prototyping Workshop, Patuxent Wildlife Research Center (focus on applied scientists in USGS) - contact: Sarah Converse.

July 21-25, 2008 = Rapid Prototyping Workshop, NCTC: Mike Runge, TBD, TBD, TBD - consultants - contact: Donna Brewer/Mike Runge

August 18-22, 2008 = Adaptive Management (new course), NCTC - contact: Dave Lemarie

Other Relevant training:

FWS-USGS Conservation Science Web Conference Series: NEW!!! The FWS/NCTC and USGS/CoOp Units have recently developed a new conservation science web conference series to promote the exchange of scientific and technical information. The first three seminars in this series are listed below and a description of the overall conference series is included at the end of this email. Participation in the live web conferences is limited to 20 participants so if you are

interested in enrolling, seminar go to DOI Learn and submit your application for the Conservation Science Web Conference Series CSP3900. The Seminars will be interactive so each participant will have an opportunity to ask questions and provide comments. All of the web sessions will be recorded and available through NCTC's web library. Contact: Christopher M. Horsch, Conservation Science and Policy Training 304/876-7445

October 24, 2007 - 3:00-5:00 ET - Instructor - Scott Bonar, CoOp Unit Leader at University of Arizona - Topic - "Conservation Communication (based on his new book, "The Conservation Professional's Guide to Working With People".

November 7, 2007 - 3:00-4:30pm ET - Instructor - Tom Edwards, CoOp Unit Leader at Utah State Univ - Topic - Species Distribution Models in Conservation - Part 1: Understanding the statistics that build the models

November 16, 2007 - 3:00-4:30pm ET - Instructor - Tom Edwards, CoOp Unit Leader at Utah State Univ - Topic - Species Distribution Models in Conservation - Part 2: Just how Useful are the Models we Build?

SDM Monthly Conference calls: While we took a recess from our regularly scheduled calls this summer, several of you mentioned a desire to resume the calls on a monthly basis. Since there is so much going on right now, I propose we maintain the second thursday of each month at 1:00 Eastern as the time for a conference call. I will aim to send out this monthly email update at the beginning of each month (the week before the call) and will request agenda items at that time. The dial-in number will be the same each month: 1-888-591-9790 password 766452. That being said, I'll send out the agenda and a reminder the a few days before the next scheduled call = thursday, November 8th at 1:00 EST.

thanks everyone!

donna

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