

# The Balance Wheel

Newsletter of the Association of Conservation Information

Fall, 2005

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**Contributors to this issue:** Many thanks to all of the presenters who prepared abstracts on their presentations!

**Editor:** Dottie Head, 678-352-0411 or [dottiehead@mindspring.com](mailto:dottiehead@mindspring.com)

**Web Master:** Nancy Herron 512-389-4362 or [nancy.herron@tpwd.state.tx.us](mailto:nancy.herron@tpwd.state.tx.us)



## **PRESIDENT'S CORNER**

*By Dave Chanda*

Congratulations and thank you! On behalf of the Association for Conservation Information, I would like to thank the Utah Division of Wildlife Resources for hosting the 2005 ACI Conference. Your theme “The Changing Landscape of Conservation Communication” was most appropriate. The working sessions were excellent, the field trips outstanding, and the “Train the Trainers” workshop hosted by the International Association of Fish and Wildlife Agencies was outstanding! I especially enjoyed the hospitality offered by your staff.

I want to thank Larry Dalton and his entire staff for all of their efforts in pulling the 2005 ACI conference together. It is difficult to coordinate a conference of this magnitude and obviously requires a tremendous amount of time and energy from a dedicated support staff. I would especially like to acknowledge all of the hard work conference coordinator Robin Thomas gave to ensuring the success of this meeting. Without the contributions of individuals such as Robin, there is no way the conference could have been so successful. ACI greatly appreciated her time and hospitality.

Again, on behalf of the Association for Conservation Information, I congratulate the Utah Division of Wildlife Resources for hosting such a successful conference.

Finally, I'd like to extend a personal invitation for each of you to join me at our ACI Conference in Orlando, Florida, from July 16-20, 2006. Our friends in Florida are looking forward to hosting another successful conference.

I hope to see you there.

**PROCEEDINGS FROM THE 2005 ACI CONFERENCE**  
**The Changing Landscape of Conservation Communication**  
**July 10 – 15, 2005**  
**Ogden Eccles Conference Center**  
**Ogden, Utah**

*Following is a collection of presentation abstracts from the ACI Conference. The abstracts are meant to provide an overview of the subject matter covered during the presentation. For those who attended to conference, these abstracts will help jog your memory about that great new program you were planning to implement! For those who were unable to attend, perhaps these presentation abstracts will be useful examples of the high-quality programming at all ACI Conferences and will be helpful for securing travel funding for the 2006 ACI Conference in Orlando, Florida.*



**Sunday, July 10**

**National Conservation Education Strategy Update**

*Presenter: Tom Bennett*

Last December, the International Association of Fish and Wildlife Agencies (IAFWA) hosted a Summit on Conservation Education at the National Conservation Training Center. Now that state's have developed a Conservation Education Strategy, it is time to ask yourself if what you do is mission critical, and if not, why not? I&E must become a mission critical operation in every state agency. Do you sit at the director's meetings? Do you have the political support needed to do your job? If not, you need to figure out what I&E can do to sit at the Big Table. You need to get this Conservation Education Strategy to the forefront of the agency's agenda.

We stand on a rich history of conservation, yet we're failing to adapt to the rapid changes in our society. And, we are failing to react to the threats coming at us from every angle. State agencies are losing battles every day. If we hope to be around years from now, we must stop playing defense. The Conservation Education Strategy offers us an opportunity to do this.

There are several things I&E must do. First, look in the National Survey of Hunting, Fishing and Outdoor Recreation and find out how many jobs in your state are supported by hunting and fishing. How much money is spent on outdoor equipment, wildlife-related travel, etc. Make a fact sheet and distribute it to all personnel, but above all, get these figures on your director's tongue so he can talk about it wherever he goes. You must talk about it wherever you go as well. Look for ways to tie this information into every interview, every press release, everything that goes to the public. Take a hard look at what I&E is doing and figure out what is working and what is not. Remember, "sacred cows make great steaks." Just because "we've always done it" doesn't mean we have to keep doing it.

America has become a nation dependent on instant, personal gratification. As state wildlife professionals, we must fight to make people understand wildlife, urban sprawl and other issues that affect our long-term quality of life. We've

got to push hunting and fishing as recreational activities. It's a lot easier to hook a 10 year old on fishing than it is to hook a 35 year old.



**Monday, July 11**

### **The Changing Landscape of Conservation Communication**

*Presenter: Doug Miller, Outdoor Broadcaster*

The way we get our information has changed dramatically in recent decades. The internet is the biggest factor in the changing landscape. Travel and adventure travel is one of the biggest draws that people use the internet for. As wildlife professionals, you need to develop a strategy for reaching people with information on your programs. Spend dollars on the search engines that will put you at the forefront of the Internet searches. Your websites need to have layers of information that people can use to get all of the information they need at YOUR SITE, including information on cost, contact, maps and other bottom line information. It is also important to change your site regularly. Change the pictures or the video clips so that visitors to your site see something different each time they come. Repetition is important as is your brand or logo.

Vacations are also changing. People have more disposable income. They want an outdoor experience, but they want to have it vicariously, meaning they may never get out of their car! A big part of your role is to show them what's out there. The quality of the vacation experience is huge. TV is a great opportunity to show off what your state has to offer. They may go these places, but they want to see them and know about them.

From an information standpoint, it's important to develop media friends. Both the media and information personnel will benefit from these relationships. Post story ideas on your agency website and rotate them every few weeks. If possible, include photos and videos. Oftentimes, reporters will never call you for story ideas but they will look at your website for them. Also, keep calling with good story ideas and don't give up. Eventually something will click in the reporter's head and they will do a story on the topic you're trying to sell.

### **The Great Salt Lake: A Jewel in the Desert**

*Presenter: Don Paul, Avian Biologist, Great Salt Lake Ecological Project and Intermountain Region Bird Conservation Coordinator*

Great Salt Lake is recognized regionally, nationally, and hemispherically for its extensive wetlands, and its tremendous and often unparalleled values to migratory birds. These values are derived from the lake's unique physical features, including its immense size, dynamic water levels, diversity in aquatic environments, extensive wetlands, and geographic position in avian migration corridors. These features create a mosaic of habitat types that are attractive to literally millions of migratory birds that use the lake extensively for breeding, staging, and in some cases, a wintering destination. Great Salt Lake also has a rich history of wildlife management activities that were initiated in the late 1890s by private hunting clubs, but were followed by substantial state, federal, and private investments in conservation programs. More recently, agency activities have focused on improving our understanding of migratory bird abundance and ecology, and development of cooperative, comprehensive, and integrated management strategies for lake resources. In spite of historical and contemporary conservation activities, the migratory bird resources of Great Salt Lake remain vulnerable to threats from a myriad of natural and anthropogenic factors. The management challenges to sustain migratory bird resources during the 21st century will only increase as competition for lake resources increases.

Great Salt Lake (GSL) is rich in a number of natural resources, most notably its abundant minerals, a unique brine shrimp population, and a diverse and abundant migratory bird population. The lake has also been heavily utilized for the recreation, open space, and tourism opportunities it offers. As demands on the lake's natural resources have increased, so has the need for information necessary for making wise management decisions that will sustain those natural resources into the new millennium.

Due to the extensive human population associated with the GSL Information concerning Lake values and ecological sustainability is crucial in the strategy to conserve this unique treasure yet undiscovered by many. With the competition for the public's time and attention the conservation information strategies require all the creativity,

cooperation between conservation partners and focus that can be mustered. Significant conservation partnerships have grown out of these needs and are providing thoughtful contributions to and for the publics that use and sometimes abuse the GSL ecosystem. Only when a sense of ownership, stewardship and an appreciation for GSL's contribution to our quality of life is pervasive within the hearts and minds of those living near her shores will we achieve long-term sustainability.

### **Team and Community Building: Panel Discussion**

*Presenters: Don Paul, Avian Biologist, Great Salt Lake Ecological Project and Intermountain Region Bird Conservation Coordinator; Dannie R. McConkie, Davis County Commissioner and Great Salt Lake Interpretive Trust Board Member; Tom Wharton, Columnist, Salt Lake Tribune; Lynn DeFreitas, Executive Director of Friends of the Great Salt Lake.*

Introduction: Wetlands in the United States have historically been labeled as wastelands and Utah's Great Salt Lake, and associated wetlands, were not immune. Although biologists have long heralded the ecological importance of the Great Salt Lake Ecosystem, this beautifully diverse area was often shunned because of its vast mudflats, hordes of insects and unpleasant smells. Education efforts focused on creating curiosity, understanding and pride in the ecosystem have had dramatic results in changing public attitude and perception. What was once viewed as a wasteland is now appreciated as a wonder. The challenge has been to transform the public perception of the Great Salt Lake from "a place to float" to a place of ecological value.

Don Paul: Our ongoing challenge has been that we are losing potential audiences to competition from other sources. Younger folks are part of the extreme sports arena. We call them the "Mountain Dew Crowd." Urbanization has removed agriculture and people have removed themselves from the land. It's important for us to reconnect people to the resources and to provide them with recreational opportunities that are as exciting as video games.

Lynn DeFreitas: In the past, many people in Utah have seen the Great Salt Lake (GSL) as a big stinky buggy place. The Friends of the Great Salt Lake has 500 members and all of our volunteers are working to put GSL in the forefront of people's minds in a positive light. As neighbors, we need to help people understand the GSL so they can enjoy and conserve it. We have reached over 13,000 people with the message that living near the lake is something great! Teachers are working to integrate the GSL into their classroom experiences. We created Project SLICE which includes teacher training, speaker's bureau, field trips for 4<sup>th</sup> graders and other components. Education is ongoing. It's a way to touch the growing population that is part of the neighborhood.

Tom Wharton: I play golf a lot and the people that I play with enjoy the variety of birds on area golf courses. It's important to reach out to the fat golfers. We do a good job of preaching to conservation groups and others who are already interested in the resource. Why can't we go talk to golf pros and run educational program presenting the message about birds people are likely to see on the golf course? Or, you could put bird identification cards on the golf carts for golfers to use.

The "lake effect" produces great snows in this area. Have some interpretation at ski resorts and why the "lake effect" produces such good snow. You need to look for out of the box places to sell conservation education to the people you haven't even dreamed of. A few years ago, the Salt Lake Tribune did a series of articles on GSL. The challenge is taking all the information and making it understandable and exciting while still keeping the biologists happy. Think of the golfers, skiers, bikers and bring the messages to them. Establish relationships with the media and encourage them to run stories by biologists to ensure accuracy.

The media is looking for good stories that involve critters and/or people. Big species like bald eagles, wolves and bears are easy to sell. Selling LBBs (little brown birds) and other less charismatic species to the media is harder to do. Take inventory of the things you do and involve the media.

Dannie McConkie: I am a former employee of the DOT (Department of Transportation) and I spent years building highways. For the past 10 years, I have been a Davis County Commissioner. Davis County has forged good relationships with the Utah Department of Wildlife and Conservation. Davis County wanted to restore road access to Antelope Island to bring tourists to the Island. Birding on Antelope Island is just a jewel. The 8<sup>th</sup> annual Salt Lake Birding Festival is coming up. The Bird Festival is growing and getting national and international recognition. The people who come to the festival spend billions of dollars. There are 285,000 residents of Davis County and 58% of Davis County is under the GSL. Agriculture has been shrinking but some of the farms have been purchased and tied to easements. Our citizens are proud of the GSL and recognize that it is a valuable resource.

There's a big debate going on right now over the construction of Legacy Parkway. I'm a road guy. I love the environment, but I want the road. The road runs across the fringe of the wetland. How do we delicately create a

balance? We have a great responsibility to protect the birds, provide places for people to live and protect the wetlands while still providing roads. Farmington Bay has more over-wintering bald eagles than anywhere else. More people come to Farmington Bay on Bald Eagle Day than hunted on opening day of Utah's duck season. We want people to come watch birds and visit Antelope Island, but we still want to protect the wildlife. We're very fond of the GSL and very protective and sensitive of it. We have a vested interest in being at the forefront of GSL Protection.

## **Branding and Identity Creation**

*Presenter: Elizabeth Gregory*

We live in an age of the brand. Huge corporations spend billions to build, change and rehabilitate their brands because brand recognition and brand loyalty are valuable commodities that translate into an impact on the bottom line. People today, especially children and teens, are conditioned by thousands of messages they see every day to think in terms of brands and to value branded products.

So what does that mean for state agencies and public service organizations? How do we get people's attention in a media marketplace dominated by well-recognized brands? The first step is to understand that you have a brand and learn how people perceive it. Then, you can begin to do what the big guys do – build it, change it and reshape it to appeal to the people you want to attract.

A fundamental element of marketing is branding, but there's a lot more to it than just putting a logo on everything (although you do need to put the logo on everything!) In Extension, we tend to believe what I call the Coca-Cola fallacy: marketing and branding are only for big business – we don't have a brand and we don't need one, because, after all, we're not Coca-Cola! But the reality is that we do have a brand and we do need marketing. Branding is a super-hot term in marketing circles, but what is called a brand can also be called reputation, and it can include organizational values, a mission, even a creed. A brand includes everything your name invokes in the minds of your customers.

Before you can begin working on a brand, you need to understand what it is and what you want it to be. First, you need to answer these questions about your agency. What is the soul of our brand? What are the fundamental values and beliefs that drive our brand? What are the competencies of the organization behind our brand? What does the organization stand for? Once you know what you believe your brand stand for, think about what you want it to mean for customers and stakeholders.

### Value Propositions

The reasons or benefits you list about your agencies can be called "value propositions." A value proposition is just a statement of a benefit that provides value to the customer. Brands can have multiple value propositions. Sometimes value proposition describe functional benefits, or a benefit based on how well a product performs its intended function (aka, Volvo is a safe, durable care because of its design.) Sometimes value propositions describe emotional benefits. For example, when the purchase or use of particular brand gives the customer a positive feeling (aka, a customer may feel safe in a Volvo.) Some value propositions describe a self-expressive benefit by providing a way for a person to communicate his or her self-image (aka, Hip by buying clothes at the Gap.)

Once you know what your brand stands for and what it offers customers, it's important to communicate that value to your customers. It's important to manage the brand, not just for general awareness, but for strategic awareness. It's on thing to be remembered. It's much more valuable to be remembered for the right reason (and to avoid being remembered for the wrong ones.) We must ensure that our brand value propositions are part of every interaction with every customer, every elected official, every stakeholder in the organization. Every employee must be a "brand ambassador" in everything they do.

## **Team and Community Building**

*Presenter: Russell. W. Wright, Ph.D.*

Organizations today are faced with unparalleled challenges arising out of a global environment of rapid change. Not the least of these problems is in creating and facilitating the work of project teams, when these teams must be highly distributed – must, that is, be made up of people whom it is difficult to bring together face-to-face.

This presentation discusses the challenges and opportunities posed in facilitating the work of distributed teams and Communities of Practice (CoPs.) In particular, it discusses techniques for success in working with teams and CoPs on the Web. Not only do we find that technology-enabled facilitation is possible, but we also find that such techniques dramatically expand facilitation capabilities and improve team/community learning and success.

### Requirements for Facilitating Distributed Teamwork

Teams must now be productive in less and less time amid growing complexities, not the least of which is geography. The challenge of working with geographically dispersed teams leads to creative thinking about ways to broaden the repertoire of strategies and methods available to facilitators. We have learned that where face-to-face strategies fall short, different-place strategies – powered by the technologies of the Web – soar.

The integration of technology with facilitation has dramatically expanded our facilitation capabilities and improved our success with team learning and development. Indeed, the more we use technology, the more it becomes a transparent and necessary tool, like a flipchart easel, to generate team and organizational learning. We now see asynchronous environments as integral to achieving high performance, and we now include the full range of such technologies to support teams and their interactions. Even when teams are co-located, we now supplement face-to-face meetings with individual reflection time and asynchronous Web-enabled input on a topic. These opportunities significantly improve a team's ability to think collectively and insightfully during face-to-face dialogue.

### How are Communities of Practice Different than Teams?

Lave and Wenger define a Community of Practice (CoP) as a community of practitioners in which situational learning develops, which results in the community developing '... a set of relations among persons, activity and the world.' Extrapolating from this definition, CoPs have three defining characteristics, all of which flow from the community members' involvement in some shared activity. Firstly, participants in a community possess and develop a stock of common, shared knowledge. Secondly, communities typically also develop shared values and a common 'world-view'. Finally, and equally importantly, members of communities also possess a sense of communal identity.

Organizations: The concept has been adopted most readily by people in business because of the recognition that knowledge is a critical asset that needs to be managed strategically. Initial efforts at managing knowledge had focused on information systems with disappointing results. Communities of practice provided a new approach, which focused on people and on the social structures that enable them to learn with and from each other. Today, there is hardly any organization of a reasonable size that does not have some form of communities-of-practice initiative. A number of characteristics explain this rush of interest in communities of practice as a vehicle for developing strategic capabilities in organizations:

- Communities of practice enable practitioners to take collective responsibility for managing the knowledge they need, recognizing that, given the proper structure, they are in the best position to do this.
- Communities among practitioners create a direct link between learning and performance, because the same people participate in communities of practice and in teams and business units.
- Practitioners can address the tacit and dynamic aspects of knowledge creation and sharing, as well as the more explicit aspects.
- Communities are not limited by formal structures: they create connections among people across organizational and geographic boundaries.

From this perspective, the knowledge of an organization lives in a constellation of communities of practice each taking care of a specific aspect of the competence that the organization needs. However, the very characteristics that make communities of practice a good fit for stewarding knowledge—autonomy, practitioner-orientation, informality, crossing boundaries—are also characteristics that make them a challenge for traditional hierarchical organizations. How this challenge is going to affect these organizations remains to be seen.

Government: Like businesses, government organizations face knowledge challenges of increasing complexity and scale. They have adopted communities of practice for much the same reasons, though the formality of the bureaucracy can come in the way of open knowledge sharing. Beyond internal communities, there are typical government problems such as education, health, and security that require coordination and knowledge sharing across levels of government. There also, communities of practice hold the promise of enabling connections among people across formal structures. And there also, there are substantial organizational issues to overcome.

Social Sector: In the civic domain, there is an emergent interest in building communities among practitioners. In the non-profit world, for instance, foundations are recognizing that philanthropy needs focus on learning systems in order to fully leverage funded projects. But practitioners are seeking peer-to-peer connections and learning opportunities with or without the support of institutions. This includes regional economic development, with intra-regional communities on various domains, as well as inter-regional learning with communities gathering practitioners from various regions.

**The Internet:** New technologies such as the Internet have extended the reach of our interactions beyond the geographical limitations of traditional communities, but the increase in flow of information does not obviate the need for community. In fact, it expands the possibilities for community and calls for new kinds of communities based on shared practice.

The concept of community of practice is influencing theory and practice in many domains. From humble beginnings in apprenticeship studies, the concept was grabbed by businesses interested in knowledge management and has progressively found its way into other sectors. It has now become the foundation of a perspective on knowing and learning that informs efforts to create learning systems in various sectors and at various levels of scale, from local communities, to single organizations, partnerships, cities, regions, and the entire world.

### **Secrets to Capturing the Perfect Wildlife Image**

*Presenters: Larry Dalton and Lynn Chamberlain*

Wildlife photography is an essential part of doing effective outreach in a wildlife management agency, but photographic success often seems elusive because it involves the appropriate use of science (understanding animal behavior, light control), art (composition) and simply being in the exact right place to take the photo--luck plays only a minor, non-significant role. Numerous books exist to help you master the science and art steps, but little is written about how to be at the exact right place and at the right time to get the photo. Larry Dalton & Lynn Chamberlain, each professional wildlife photographers discussed this important, but poorly understood aspect of wildlife photography. They addressed getting that perfect photograph as it relates to wild, free ranging wildlife and controlled animal models by showing fantastic images and discussing how they were successful. Generally speaking, both advised that photographers should either know the landscape and the animals that live there or find someone who does, then take pictures. Investing in a guide or in the case of controlled animals, an animal handler, will make your photo expedition productive, lessening your investment of time and other resources and enhancing your success and enjoyment.



**Tuesday, July 12, 2005**

### **Teaming with Wildlife: Training the Messengers**

*Sponsored by the International Association of Fish and Wildlife Agencies*

The International Association of Fish and Wildlife Agencies (IAFWA) partnered with The Nature Conservancy to give an all-day "Train the Messenger" workshop at this summer's ACI conference (July 10-15). The workshop, funded through a grant from Doris Duke Charitable Foundation, presented key communication tools and effective messaging designed to launch a national public education campaign surrounding the State Wildlife Action Plans/Comprehensive Wildlife Conservation Strategies.

"I was thrilled to see the ACI workshop so well received," says Naomi Edelson, Director of Wildlife Diversity/Teaming with Wildlife at the International Association of Fish and Wildlife Agencies. "We've come a long way in a year's time, when the idea of starting a national communications campaign to support the State Wildlife Action Plans was just that, a big idea."

During the workshop, bipartisan polling experts, Fairbanks, Maslin and Maulin, and Associates and Public Opinion Strategies, reviewed the results of a national poll, completed in June. The polling was analyzed to determine the most effective language and messaging for the public education campaign.

"We had to know exactly how to train people to talk about the action plans," says Dave Metz, of Fairbank, Maslin, Mullin and Associates. "In preparation for the campaign, we held a half-dozen focus groups across the U.S. and tested messages in a survey of 1,000 voters nationwide. What we've learned will help us do a much better job of explaining the benefits of the action plans to people across the country."

One key result from the poll findings was that the term "Wildlife Action Plan" resonates positively with the public. They responded to the term *action* in particular, and the idea that it was *proactive* meant that *action* will be taken to prevent wildlife from becoming endangered. Other titles including "State Wildlife Strategies" and "Comprehensive Wildlife Conservation Strategies" did not resonate well. As the transition from planning to implementation gets

underway, "State Wildlife Action Plans" will be used nationally to refer to the strategies and each state is strongly encouraged to consider the name.

"We learned that what we do in our respective states and agencies will have a major impact on this nationwide effort," says Chuck Schlueter, South Dakota Division of Wildlife Communications Manager and conference attendee. "A unified voice from the states, especially a voice carried by Governors and congress, will have an impact on the progress of the Wildlife Action Plan initiative."

Key messaging for the public education campaign was also presented to communicators in the form of a message triangle created by nationally renowned communications firm, Laguens Hamburger Strategies. The purpose of the messaging for this effort is to identify the simple adjustments in the language we use that can result in major shifts in public perception, and ultimately, more money and support for our work. Several key messages were:

- "We need to invest in the state Wildlife action Plan now to conserve wildlife and vital natural areas for future generations."
- "The State Wildlife Action Plan conserves wildlife and natural places by protecting clean air and water—making both wildlife and people healthier."
- "Each state has developed a proactive Wildlife Action Plan to conserve wildlife before they become rarer and more costly to protect."
- "The health of wildlife is often an early indicator of disease and pollution that affect us all. Investing in the State Wildlife Action Plan will allow us to identify and prevent problems before they threaten wildlife and affect humans."

"It was so exciting to see the huge number of communicators there," says Sarah Flowers, Laguens Hamburger Strategies. "We got to see firsthand who's on the front lines, and how effective they all can be when they stay on a disciplined message. I hope the message tools are a good first step to developing a powerful campaign message supporting wildlife."

In leading up to the 95<sup>th</sup> IAFWA Annual Meeting in September, IAFWA and TNC will release the Teaming with Wildlife outreach messages and communications materials and tools in one attractive, professionally-designed CD ROM. The goal of this product will be two fold: first, to further spread the message tool and research throughout the IAFWA community and; second, to create excitement and garner more support for the public education effort. A presentation on the recommendations will be made at the Annual Meeting in Nashville, TN.

President of ACI, Dave Chanda, said, "The "Train the Messengers" workshop was outstanding! The public opinion research, messaging, and polling data provided will certainly mobilize conservation communication professionals from across the country to take "action" on the Teaming With Wildlife Campaign."

IAFWA and TNC will hold several communications briefings including the polling information and resulting messaging. These will be Web-X presentations and will allow those who were not able to attend ACI a chance to hear straight from our communications experts. The next briefing will be held at 1 PM eastern time on September 7. There is the possibility that a third briefing will be held in late September. If you wish to participate, please contact Liz Skipper at lskipper@iafwa.org

## **Communicating the Costs of Losing Hunting and Trapping**

*Presenter: Rachel Brittin*

In December 2004, the International Association of Fish and Wildlife Agencies released a report, *Bears in the Backyard, Deer in the Driveway 2004*, which illustrates the growing problem of effectively managing wildlife populations in the face of threats of losing two of our best management techniques – hunting and trapping.

Key findings of this report revealed that: 1) Wildlife professionals fear wildlife is becoming a nuisance because of overpopulation; 2) Habitat fragmentation is forcing more frequent wildlife/human conflicts; and 3) without hunting and trapping, economic damage from wildlife is expected to skyrocket from the current \$22 billion to \$70 billion.

Wildlife/human conflicts have resulted in \$3.8 billion in auto repair fees, \$1.45 billion in health care and disease control for rabies, and \$128 million in aircraft damage. Deer, beaver and bear account for the largest number of

nuisance animals nationwide. To date, \$934.2 million has been spent to control deer, \$132 million for furbearers, and \$16 million to control beaver. Nationwide, deer populations are at record numbers and so are public complaints. Beaver cause millions of dollars in road, bridges, dams, water drainage systems and electrical facilities. In the past five years, bear populations have increased by 12% and state agency expenses to manage them have increased by 45%.

State wildlife agencies need to develop press strategies that explain how hunting and trapping are important and that there are serious consequences that result when these methods are lost. Press strategies should include: 1) consistent message development; 2) selecting nationwide spokespeople; 3) creating and distributing press releases; and 4) state specific template releases that describe wildlife conflict issues.



**Thursday, July 14, 2005**

### **Marketing Magazine Advertising**

*Presenter: Randy Brudnicki*

The conference session proposed a consortium of state magazines to pool resources and sell advertising as a block. An advertiser would make "one buy," but the ads would appear in all magazines that are part of the consortium. Several states have expressed a desire to be part of the group. We are developing a Memorandum Of Understanding that unites the group for this purpose and the MOU will spell out how compensation will be collected and how it will be divided.

Texas has volunteered to be the lead on developing a draft MOU. The MOU will be sent to all states interested in participating. After the MOU is developed, we will create media kit for distribution to potential advertisers. The goal is to acquire more national advertisers. Many national advertisers don't want to deal with regional publications one by one so this concept has merit. State publications would not be precluded from selling to "local" accounts on their own.

The media kits could promote target market segments such as salt water or fresh water fishing, deer hunting, turkey hunting, upland birds, etc. by season or ? Of course, the media kits need further development.

### **Biosocial Issues in Natural Resources Management: A Closer Look at Wolves**

*Presenter: Ed Bangs*

Gray wolf (*Canis lupus*) populations were eliminated from the western United States by 1930, largely because of conflicts with livestock. Naturally dispersing wolves from Canada first denned in Montana in 1986. In 1995 and 1996 wolves from western Canada were reintroduced to central Idaho and Yellowstone National Park, Wyoming. By December 2004, 847 wolves were being managed in those three states under the federal Endangered Species Act and most core wolf habitat was occupied by resident packs.

Wolf restoration has proceeded more quickly, with more benefits (public viewing and restoration of ecological processes), and fewer problems (livestock and pets depredations) than predicted. However, between 1987 and December 2004, a minimum of 429 cattle, 1,074 sheep, 72 dogs, 12 goats, 9 llamas, and three horses were killed by wolves and over \$447,000 was paid from a private damage compensation fund. Confirmed livestock loss from wolves remains regionally uncommon, but can seriously affect some producers, particularly those using remote public land summer grazing allotments. Large wolf pack territories, increased wolf colonization of private rangeland, mixed public and private land ownership patterns, dispersed nature of livestock grazing, the ranching-without-wolves agricultural tradition in the western United States, and seasonal/elevational movements of many native ungulates makes effective management of wolf depredation difficult and extremely controversial. We have relocated wolves 117 times and killed 294 wolves to reduce conflict with livestock. Management also included non-lethal tools such harassment, barriers, guard animals, altering wolf activity patterns, livestock management, and practical research.

Conflict management by us and a host of agency and private cooperators also includes non-lethal tools such harassment, barriers, guard animals, herders, altering wolf activity patterns, livestock management, and practical research. While non-lethal methods were useful in some circumstances and will continue to be used, none were

consistently reliable or effective. Incremental lethal control remains a commonly-used and effective management tool but is strongly opposed by many wolf proponents.

Because over 85% of adult wolf mortality is human-caused, the interagency recovery program focuses its efforts on addressing the concerns of people who live near wolves to increase tolerance of non-depredating wolves. The wolf population achieved its numerical, distribution and temporal recovery goal and is biologically recovered. Wolves were reclassified from endangered to threatened status in April 2003 and three distinct population segments were created. In 2005 a federal court overturned the Service's reclassification of wolves to threatened status. In early 2005 a new 10j nonessential experimental rule for Montana, Idaho, and Wyoming was finalized. (The Endangered Species Act [ESA] was modified by Congress in 1982 to include a new section 10(j)- experimental populations. The new section encouraged more reintroductions of listed species by lifting some of the ESA's potential restrictions- for species that were reintroduced to non-occupied habitats. We used the nonessential experimental population [10(j)] provisions of the ESA to develop flexible legal regulations and management options for the newly reintroduced wolves to relieve some of the local public concerns/fears about wolves, the ESA, and big government.) It increased options for problem wolf management, and encouraged state and tribal leadership in states like Montana and Idaho that had developed biologically and legally sound state wolf management plans. This wolf population will be proposed to be de-listed when Wyoming develops a state wolf management plan that the Service can approve.

### **Video Studios: From "Extreme Makeover" to Starting From Scratch**

*Presenters: Reed Sherman, Utah Division of Wildlife Resources*

Given the assignment of giving Utah Division of Wildlife Resources' TV studio an update, Reed Sherman embarked on an "Extreme Makeover." It took almost six months to go through all of the equipment, surplus the un-needed items and determine what would be necessary to resurrect *Utah Wild* TV show and create a multi-purpose space that would serve as both studio and office.

Phase I consisted of planning. First, they had to determine the goal and purpose of the studio, come up with a budget and then get everyone on board. The lesson learned from the process is that it will cost twice as much and take twice as long as you think. It's important to evaluate your space and figure out how to use it to your best advantage.

Phase II was the Demolition Phase. It consisted of determining what was already present, keeping the jewels and sending the rest to surplus. This was one of the more difficult phases as it was difficult to determine what to discard. They were able to work out a deal where a business partner sold the outdated gear for them and then gave them a credit towards new equipment. The lesson learned in this phase was that less is more.

Phase III was the Design and Build Phase. It consisted of giving birth to the studio. Considerations included how many workstations and people would be in the studio, design for multipurpose (studio/conference room, staging room, sound stage, blue screen, etc.) They finally decided to use racks which are expensive but save tons of space. Utah also utilized volunteers to help build things like storage shelves and other items.

Phase IV was the Acquisition phase and included purchasing the main items like computers, software, cameras, audio gear, etc. A list of options and pricing is available from Utah depending on budget.

Phase V dealt with Options and Accessories. This is the phase that kills you! Have you ever built a house and gone to the options meeting? Small enough that you forget to add them to the budget but important enough that it hurts your production if you don't have them. There are many accessories that are needed for camera, computers, sound, lighting, microphones and software.

Phase VI was the final inspection phase. This is where the real work begins. Now that you have all your gear and have gotten it all installed, it's time to shoot, edit and go out and win an Emmy!

For a complete list of items for studio ranging from the Ultra Light Budget to the Budget Busters, contact Reed Sherman, Utah Division of Wildlife Resources, [reedsherman@utah.gov](mailto:reedsherman@utah.gov) or 801-538-4721.

### **Master Naturalists Program**

*Presenter: Elizabeth Gregory*

A corps of well-trained volunteers providing education, outreach and service dedicated to the beneficial management of natural resources and natural areas within their communities. It's a great concept, right? Who wouldn't want a

group of well-prepared volunteers to extend the reach of their program? Master Naturalist volunteers are just that. This concept began in slightly different forms in several states and now the program is expanding rapidly.

Master Naturalists are citizen stewards. The National Master Naturalist organization's mission is to promote awareness and citizen stewardship of natural resources through science-based education and community service. We are a group of diverse state, non-profit, and federal agencies committed to creating Master Naturalist programs in all fifty states and providing a network of resources and information exchange to support the improvement of those programs in order to accomplish more conservation and greater outreach throughout the United States.

Master Naturalist programs are community-based natural resource programs that include science-based training and service for the benefit of local conservation and natural resource management.

Master Naturalists receive certification after 40 hours of basic training and 8 hours of advanced training and give 40 hours of volunteer service. The training is given by "experts in the field" -- resource professionals and scientists -- and covers basic ecological concepts and natural resource management topics pertinent to their community. In return, Master Naturalists provide 40 hours of approved volunteer service to their local communities, partnering with diverse local organizations that need volunteers for conservation activities. Each year thereafter Master Naturalists maintain certification by completing an additional 40 hours of service each year and continuing their training with 8 hours of advanced training. (Master Naturalist programs are managed at the state level, therefore training and volunteer requirements may vary slightly from state to state.)

Who are Master Naturalist volunteers? Master Naturalist volunteers are concerned citizens of all ages who want to learn about conservation issues, learn how to be good stewards, gain skills to manage natural resources, and use those skills to give back to their own community.

#### The National Initiative

1998: Texas Master Naturalist program began, jointly sponsored by Texas Parks and Wildlife Department and Texas Cooperative Extension.

2004: Successes in Texas: 30 Local Chapters established, 3100 volunteers trained, 315,000 hours of community outreach valued at over 5 million, 475,000 youth and adults reached, 30,000 acres of native habitat enhanced, 380 miles of interpretive trails developed and enhanced, and 260 local partnerships created in Texas.

2003: Texas Master Naturalist program received funding from IAFWA's multistate conservation grant to support the creation of Master Naturalist programs nation-wide.

2004: Two national trainings held with 89 participants attending representing 30 states.

2004: First national organization discussion forum held in August at the National Conservation Training Center. Twenty five participants representing 11 states with existing Master Naturalist programs attended.

2004: Steering committee formed by 27 members from 15 states with programs.

2005: National training in Estes Park, Colorado.

States with Master Naturalist-type programs established include:

1. Arizona
2. Colorado (Ft. Collins)
3. Florida
4. Georgia (Suffolk County)
5. Indiana
6. Iowa
7. Missouri
8. New York
9. Oklahoma
10. Texas
11. Virginia
12. West Virginia

States working on developing a Master Naturalist-type program include:

1. Arkansas
2. Washington D.C.
3. Idaho
4. Illinois
5. Louisiana
6. Michigan
7. Minnesota
8. Nevada

9. North Carolina
10. Ohio
11. Utah
12. Washington-Oregon
13. Wisconsin

For more information contact: Anna Toness, National Master Naturalist Coordinator, Anna\_Toness@fws.gov.

## **Creating Engaging Exhibits**

*Presenters: Nicole Ardoin and Christy Merrick*

Interpretive displays are often the first, and sometimes only, opportunity to engage visitors in important conservation messages. Well-crafted and creative exhibits, designed with the visitor in mind, can instantaneously spark curiosity and discussion. Poorly designed exhibits can do precisely the opposite—bore visitors from the start.

Whether your exhibit is a tabletop panel at a conference, a low-tech diorama, or a high-tech blockbuster, the same basic rules apply: Know your audience; use targeted messages; design eye-catching graphics; develop clear, concise text; and use evaluation throughout the exhibit's design, fabrication, and implementation phases.

This article will discuss learning theories that inform exhibit design, the life cycle of an exhibit, and exhibit-design guidelines. We've also included a list of recommended references for further information on creating great exhibits.

### Learning Theories That Inform Exhibit Design

Knowing your audience is the mantra of exhibit design. To that end, developing a basic understanding of how people learn in informal settings helps ensure that you construct a visitor-focused experience.<sup>1</sup>

Experiential education, based in the writings of John Dewey (1859–1952), espouses that exhibits should encourage inquiry and continuity.<sup>2</sup> Constructivist learning, described by Jean Piaget (1896–1980), postulates that people actively construct knowledge through hands-on experiences and in social contexts. Both of these theories call for exhibits that engage visitors—mentally, physically, and socially—encouraging connections between the exhibit and the visitor's "real" life. In other words, a visit to an exhibit should not be a singular experience; rather, it should be designed to connect with past and future experiences.

Howard Gardner's Theory of Multiple Intelligences and Bernice McCarthy's 4MAT System offer additional insight into exhibit design. Gardner believes that people possess eight core intelligences: linguistic, musical, logical-mathematical, spatial, bodily kinesthetic, interpersonal, intrapersonal, and naturalistic (Gardner 1983; Wilson 1998).

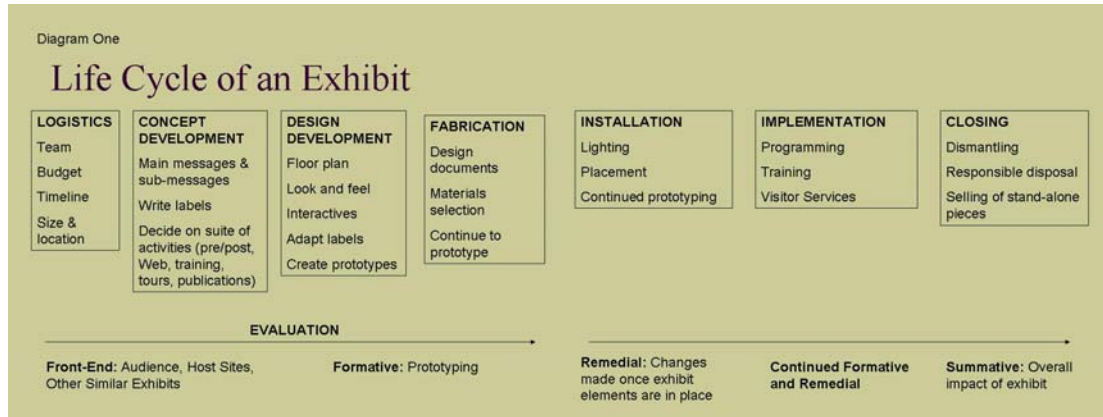
The 4MAT system describes four fundamental learning styles: Imaginative learners ask "why?," and learn by listening and sharing ideas. Analytic learners ask "what?," and pursue facts, information, and experts' opinions. Common-sense learners ask "how?" and are motivated by problem solving. Dynamic learners ask "what if?" and enjoy hands-on experiences that allow for trial-and-error exploration (McLean 1993; McCarthy 1996).

Exhibits that speak to a variety of visitor intelligences and learning styles most effectively engage a range of visitors. Successful strategies may include using music, interactive elements, written labels, live explainers, and hands-on activities, all within physical settings that allow for quiet contemplation in certain areas and dynamic interaction in others (McLean 1993).

With the power and possibility that accompanies exhibits, it is important to develop targeted experiences that speak directly to your audience and present your message clearly. Understanding how people learn in exhibits—and designing an experience to reflect what we know about how people learn—helps ensure your exhibit reaches its potential.

### The Life Cycle of an Exhibit

Bolstered by the theoretical basis for informal learning, your exhibit team can proceed to the specifics of creating an exceptional experience for visitors. The life cycle of an exhibit represents a multi-step process that includes logistics, concept development, design development, fabrication, installation, implementation, and closing. (See Diagram One.)



Although the implementation of these phases will differ between projects, the basic structure remains the same and suggests key roles: project manager, content specialist, writer, designer, fabricator, and evaluator, among others. Whether the exhibit team is comprised of two people or twenty, someone should always function as the audience advocate, continuously thinking about how visitors will feel, what they will learn, and what they will experience when interacting with your exhibit.

The role of audience advocate is often played by the evaluator. An evaluator's job is to consider, as objectively as possible, whether the exhibit is on target with its messages, whether visitors perceive the experience in the manner intended, and whether the messages are compelling enough to stick. At every step, evaluation refers to the first and most important rule: Know your audience. Evaluation—conducted before, during, and after the exhibit has been implemented—keeps the exhibit on track, provides feedback on where you can improve, and allows continual reporting on progress.<sup>3</sup>

### The Golden Rules of Exhibit Design<sup>4</sup>

Even with the best intentions and a development process that runs like clockwork, several pitfalls can easily sabotage exhibits. To avoid common disasters, the number-one rule comes into play yet again: Remember the visitor. Consider the most direct way to communicate your message to the visitor and, through succinct design and text, minimize other noise that may distract from that message.

### Overall Layout: Simpler Is Better

Simpler is better when considering the overall layout and design of the exhibit. Studies reveal that visitors become easily overwhelmed when there is too much text, too much color, and competing interactives and elements. While the look can be active and engaging, the design should feel relatively clean and give visitors a sense that the topic, as well as the exhibit layout, is easily followed.

Consider elements of physical flow in advance: Where do you want visitors to linger (for example, by interactives), and where do you want them to keep moving (in hallways, between elements)? The exhibit should orient visitors by providing clear direction as to what you want them to do and learn while in the exhibit.

When outlining the exhibit content, choose no more than three main messages. Stick to those messages; articulate them more than once and in several different ways (harkening back to the learning theories). For example, tell visitors through labels what you want them to know, illustrate the principle with diagrams, and demonstrate the principle through hands-on elements. Then reinforce the messages post-visit by providing take-home brochures, accompanying educational programs, or Web site follow-up.

### Look and Feel: Variety Meets Simplicity

Make the exhibit a place where people want to be. By designing an inviting entrance and using intriguing graphics, for example, your exhibit will keep visitors engaged. Using hands-on activities that require social interaction and incite discussion—and that provide a place for people to sit in groups—will encourage visitors to stay longer. Studies indicate a direct correlation between the amount of time spent in an exhibit and the amount learned.

Select colors, textures, and elements that create interest among visitors. Choose colors carefully so that they reflect your message and the mood you want to portray. Many environmentally related exhibits capitalize on neutral, earth-

tones to create an outdoorsy feeling. But an element of surprise can also work well: One recent traveling exhibit focused on biodiversity loss using an emergency-room theme. The colors were bright and arresting, conveying the message of urgency.

Consider the dramatic effect lighting can have on your exhibit. Colors can appear very different under fluorescents, daylight, and incandescent lights. Lighting can also signal to visitors what you consider to be important in the exhibit. By highlighting certain objects or labels, you can easily and subtly direct visitors' attention. Refer back to your key messages to determine which elements should be spotlighted and where you want visitors to focus.

### Labels: Clear, Concise, Targeted<sup>5</sup>

Labels, or written words—also called captions, plaques, or descriptions, among other terms—are often the most important element to exhibit designers. At the same time, they're also the component most overlooked by visitors. Many exhibit developers make the mistake of wanting to tell and show visitors every detail because they believe the details to be important, compelling, and critical. The disappointing truth becomes apparent during evaluation: The more information you present, the less people will read. Evaluation studies suggest that complex displays, statistics, and graphs are minimally effective in holding visitors' attention. Simple drawings, nonscientific text, and clean layouts are imminently preferable.

With labels, it is important to balance variety and interest with simplicity. Varying the length of sentences helps hold reader attention, and short paragraphs and chunks of text are easier to digest. Create concise topic sentences for each label, anticipating that visitors may only read that line. Be sure that the topic sentences continually reinforce the main messages, providing visitors with a sense of continuity. And while alliteration and humor can be entertaining, be sparing in the use of these literary devices: Too much of a good thing can turn sour.

The design of labels also represents a key factor in how much people read. Contrasting background and text colors—particularly a dark font on a light background—are easier to read than similarly colored background and text. In addition, light text on a dark background is harder to read, particularly with smaller fonts. Familiar serif (e.g., Times New Roman) and sans-serif (e.g., Arial) fonts are the most readable, and font sizes should range between 24 and 30 points for maximum readability.

### Putting It All Together

Developing an exhibit can be a challenging, yet rewarding, experience. Watching visitors' eyes light up as they "get it," hearing families discussing questions you've posed, and seeing all of the elements fall into place provides a feeling of satisfaction like no other. Avoiding common pitfalls and using learning theory to understand your audience helps ensure that your exhibits will provide an effective, engaging, and lasting experience—for you and your audience.

### About the Authors

Nicole Ardoin is a Ph.D. candidate in social ecology at the Yale School of Forestry and Environmental Studies. She also works as a consultant specializing in exhibition development, environmental education, and evaluation. Nicole can be reached at: [nicole.ardoin@yale.edu](mailto:nicole.ardoin@yale.edu).

Christy Merrick is the Outreach Coordinator for the Utah Department of Wildlife Resources. Contact Christy at: [christymerrick@utah.gov](mailto:christymerrick@utah.gov).

### **Endnotes**

1. There are numerous theories on learning in informal settings, such as exhibits. Because of limited space, we've only discussed a few here. For another interesting take on learning in museums, review Falk and Dierking's (1992 and 2000) Contextual Model of Learning, which considers personal, social, physical, and temporal contexts.
2. Experiential learning theories are described in more detail in Dewey 1938. For examples of how experiential and constructivist theories apply to learning in exhibits, see Ansbacher 1999 and Hein 1995, respectively.
3. For more on using evaluation to develop and improve exhibits, see: Dierking and Pollock 1998; McLean 1993; Serrell 1996 (Chapter 19); and Taylor 1992.

4. This dramatically abbreviated discussion is based on a longer list of exhibit-design guidelines. If interested in receiving the full document, contact Nicole Ardoin at [nicole.ardoin@yale.edu](mailto:nicole.ardoin@yale.edu). Also note that many of the "Golden Rules" are adapted from Serrell (1996) and McLean (1993). Both references provide excellent advice on exhibit development, design, and evaluation.
5. Serrell (1996) provides extensive advice on developing exhibit labels and includes numerous illustrative examples. Many of the recommendations presented in this article draw from Serrell's *Exhibit Labels: An Interpretive Approach*.

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### Best Practices Panel Discussion

*Presenters: Stephanie Hussey, Nancy Herron, Gregg Losinski, Marc Sommer*

The nationally-recognized Best Practices in Boating, Fishing and Aquatic Resources Stewardship Education offers recommendations for program development, program planning, evaluation, professional development and more.

Best Practices was developed by experts from across the country for natural resources agencies and organizations trying to educate people about fishing, boating and stewardship of aquatic resources as a guide to applying tested, science-based practices to education efforts, the same way biologists apply science to the management of fish, wildlife and other natural resources.

After an overview of the tenets of Best Practices a brief look at the Recruitment, Training and Retention research model, the panel of presenters shared how they implemented Best Practices through an informal question and answer format. Representing experiences in Idaho, Ohio and Texas, panelists discussed the process of introducing and implementing Best Practices in agency cultures that may have "sacred cows" and silo thinking. Since Best Practices are methods, not specific program activities, each state is approaching implementation in ways most beneficial to their needs. For example, Texas is using Best Practices as the framework for a pilot project to improve fishing participation by Hispanic families in the Houston area.

The Best Practices workbook and research report is available for download free of charge at <http://www.rbff.org/educational/bestpractices.cfm>.



## **UPCOMING EVENTS & DEADLINES**

### **2006 ACI Conference**

Mark your calendars and make plans now to attend the 2006 ACI Conference in the Sunshine State! Scott Ball, Joy Hill and the staff of the Florida Fish & Wildlife Conservation Commission are planning a great lineup of events for July 16 – 20, 2006. The Conference will be held at the Sheraton Safari in Lake Buena Vista, just outside Orlando and Disney World. The hotel has agreed to a \$99 per night rate which they will extend for three days before and after the conference. This is a great opportunity to bring your family down for a little Disney World Fun. More information on conference programs and events will be forthcoming. If you have ideas for presentations that would be useful to you in your job or for programs you'd like to present on, please contact Scott Ball at [Scott.ball@myFWC.com](mailto:Scott.ball@myFWC.com).

### **IAFWA Conference**

The 95<sup>th</sup> annual meeting of the International Association of Fish and Wildlife Agencies (IAFWA) will be held Sept. 11 – 16 at the Opryland Hotel in Nashville, Tennessee. For more information or registration, visit the IAFWA website at [www.IAFWA.org](http://www.IAFWA.org).



## **MEMBER NEWS**

### **Reorganization Continues at Florida Fish and Wildlife**

As reorganization continues at the Florida Fish and Wildlife Conservation Commission, there have been several changes within the FWC's Community Relations Office.

Scott Ball will lead a new Employee Awareness section to focus on improving the agency's internal communications and Web site editorial content and user-friendliness. Henry Cabbage will work in this section as the Commission's senior writer/editor. This section also includes *Florida Wildlife Magazine*.

Sharon Lobello joins the agency as the new director of the Community Relations Office. Sharon comes from the private sector, with an extensive background in marketing, writing and publishing.

Willie Puz has moved from the West Palm Beach office to Tallahassee headquarters to become the new leader of the Media Relations section.

### **Former Balance Wheel Editor Welcomes New Baby**

Michelle and Mark Griffin welcomed Jack Alden Griffin into the family on August 8 at 11:45 A.M. He weighed 7 pounds 5 ounces. Mom, Dad and big sister Katie report are all adjusting well, but Michelle reports that having two children is much more complicated than caring for one! Congratulations Michelle!



## **SPECIAL SECTION**

### **Meeting Minutes for ACI Business Meeting, Ogden Eccles Conference Center**

*These are the minutes from the Spring ACI Business Meeting. Please note that these minutes are still in draft form and will be approved at the next Business Meeting. If you have changes to these minutes, please submit them to Geoffrey Schneider at geoffrey@govmail.state.nv.us*

Thursday, July 14, 2005 – 8:00 a.m. (PDT)

Call to Order – President David Chanda

Roll Call – Secretary Geoffrey Schneider

#### ***President's Report (Dave Chanda)***

President Dave Chanda expressed his thanks to Utah and Larry Dalton and Robin Thomas for the outstanding job they have done in hosting this year's conference.

*The Balance Wheel* is in a transition period because Editor Michelle Griffin has announced her resignation. A search for a new editor was held and we had lots of interest in the position. Dottie Head was selected for the position and is at the conference. There should be a smooth transition.

#### ***Treasurer's Report (Bob Wines)***

There has been a transition period because David Rice (Nevada) resigned from the position and Bob Wines (West Virginia) is the new treasurer.

ACI has an investment account with Wells Fargo of California that is approximately \$39,000. Funds from the account will be transferred to West Virginia and Bob is exploring a location where it can be placed. A CPA firm does an annual financial review, so a West Virginia firm will handle the next review. A new account with United Banks of West Virginia has been established.

Member dues were prorated in order to make dues effective on a calendar year basis.

Current ACI balance is \$12,452.81

Marc Sommer made the motion to accept the Treasurer's Report. Geoff Schneider seconded. Motion passed.

2005-2006 Budget (Bob Wines)

There were a total of 337 awards submissions this year.

Travel for the editor of *The Balance Wheel* may be manipulated slightly this year, but the total budget for the editor will not exceed \$6,000.

Membership brochure will be updated to reflect name and address changes. ACI is a member and pays dues to the International.

Total projected revenues are \$23,640 and total projected expenditures are \$20,000.

### **2005 – 2006 ACI Budget**

#### **Projected Revenue**

Dues:		
	55 Agency Memberships @\$200.00	11,000.00
	1 Supporting Membership @\$250.00	250.00
	5 Associate Memberships @ \$50.00	250.00
	16 Individual Memberships @ \$25.00	400.00

Award Submissions:		
	337 Submissions @ \$20.00 per Entry	6,740.00

Other Revenue:		
	Repayment of Conference Advance from Utah	5,000.00

**Total Projected Revenue 23,640.00**

#### **Projected Expenditures**

Conference Advance for Florida	5,000.00
Balance Wheel Editor Contract	3,000.00
Balance Wheel Editor Travel	3,000.00
President's Budget	1,500.00
Treasurer's Budget	1,500.00
Awards	1,000.00
2006 Directory Production/Printing	1,000.00
Brochure Revisions/ Printing	1,000.00
Membership Dues	300.00
Web Site Hosting	300.00
Miscellaneous	400.00

**Total Projected Expenditures 20,000.00**

Scott Ball made a motion to accept the budget proposal. Randy Brudnicki seconded the motion. Motion passed.

#### Awards Committee (Chuck Schlueter)

There are two sources of income for ACI with one of them being awards. This year there were 337 submissions, an increase of 45 from last year. Next year's campaign goal is to set an all-time record.

Results of the ACI awards competition will be posted on the ACI web site. Journals have been given to judges as token of appreciation. Approximately five years worth of journals are on hand.

He needs someone to step in as co-chair for a year and then take over as chairman.

#### Ways and Means Committee (Nels Rodefeld)

This committee relates to how ACI conducts its business. The Board of Directors discussed but did not take action on a scholarship fund for members to attend conferences. A committee was formed to develop one ACI membership list. Language has been adopted that defines "a member in good standing." Language is being developed to determine how it will be handled if a Board member steps down.

#### Membership Committee (Bob Wines)

Bob is taking over for Marianne Burke who is stepping down as chairman. Two new members have been added – Michigan Department of Natural Resources and the Theodore Roosevelt Conservation League. We lost two members – California Department of Fish and Game and Pennsylvania Game Commission. There are pending memberships from five organizations that have not paid their dues. ACI has 16 individual members.

The goal during the coming year is to contact states that aren't active members. It is hoped that ACI will gain five or six new members this year.

Chuck Schlueter suggested that letters be sent to former members to tell them they are missed. Dave Chanda said that this will be done. He also said that we should pass out membership lists and have the next door neighbor contact their neighbors who aren't members.

Kay Ellerhoff said that an effort has been made to attract Canadian provinces. International travel and currency exchange rates may be a problem.

Dave Chanda said that publishing abstracts of the conference would be a good way to let states know what they missed by not being at the conference. This would be a step in formalizing what takes place at the conference. By sharing it with membership that was not able to attend, it would be a good way to let people know that they should attend.

There was a note in the Outdoor Writers Association of America (OWAA) newsletter about ACI membership and this resulted in four new members.

#### Auction Committee (Steve Wilson)

Last year in Louisiana an auction committee was formed and four people signed up to serve. They are Lydia Saldana, Scott Pengelly, Jen Levin and Micah Holmes. They divided the states among them in order to solicit auction items. They placed emphasis on obtaining trips.

Special thanks to The Outdoor Channel for sponsoring this year's ACI Auction.

Approximately \$5,700 was raised last year in Louisiana. This year \$6,000 was raised in Ogden.

The committee is looking forward to next year's auction in Orlando.

#### Conference Locations: (Kay Ellerhoff)

2006 Florida  
2007 Massachusetts  
2008 Virginia  
2009 Open  
2010 Nevada  
2011 Louisiana

#### Webmaster (Nancy Herron)

The host that we are using for the Web site is working well.

She would like feedback on how members feel about *The Balance Wheel* now being published online versus hard copy.

She needs someone to assist her with the web site. She said that she is spending a couple of hours per month working on the web site.

Mark Southern is still handling the Listserv.

#### 2004 Conference (Marianne Burke)

Louisiana repaid ACI for its advance fee. Louisiana would like to host the conference again, either in 2009 or 2011.

#### 2005 Conference (Larry Dalton)

Utah has enjoyed hosting the conference. It took approximately 200 man days to put it together. The state used 25 personnel throughout the year. We're please with it and we're glad to have done it.

#### 2006 Conference (Scott Ball and Joy Hill)

Venue for the conference will be the Sheraton Safari in Lake Buena Vista (near Orlando). The hotel is attuned to customer service. Lake Buena Vista is outside Disney World. Conference dates are July 17-21, 2006.

Scott said Florida wants to know what ACI members would like to have incorporated into next year's conference.

Joy Hill said that Orlando was selected for its convenience and conference facilities.

Travel Fund (Jim Sciacia)

D.J. Case and Associates, Chris Chaffin and The Outdoor Channel have provided funding for funds to assist with travel to the ACI Conference. Three people received funding this year. Criteria are being developed for travel scholarships since there is no provision in ACI Articles or Incorporation of bylaws for travel. These scholarships will allow people who may not otherwise be able to attend to travel to the conference.

IAFWA Report (Chris Chaffin)

Hundreds of issues are going on. Conservation Education Summit is just one of them.

The Fish and Wildlife Journal, a joint effort of the International and The Outdoor Channel is now on the air with a 13-week schedule. This is a national venue for state wildlife agencies. The deadline for 2006 is Nov. 1.

The Outdoor Channel has signed an MOU with the International Hunter Education Association that will result in standards for producers who produce outdoor programs.

The Outdoor Channel is funding two \$10,000 university scholarships. One will be communications based and the other will be science based. IAFWA is coordinating the science based scholarship. ACI is coordinating the communications based scholarship and Marc Sommer of Ohio has been appointed to coordinate this effort on behalf of ACI.

Outdoor Writers Association of America (Key Ellerhoff)

Spencer Turner is the new OWAA president. As an offshoot of dissention within the organization, a new group has been formed, the Professional Outdoor Media Association.

State and Federal (Craig Rieben)

He has made informal pitches to USFWS information officers to get them interested in becoming involved in ACI. He is working with Bob Wines and Nancy Herron to develop a single ACI membership list.

Northeast (Jim Sciascia)

A public survey was recently completed in the 13 northeast states. He has a CD of the results if anyone would like to have a copy. The agencies generally received high marks from the public for the jobs they are doing. But there were information gaps, such as who the agencies are and how they are funded. Over the next five years, the states will be working on these information gaps.

Chronic wasting disease (CWD) has been discovered in New York State. They are ramping up information to educate hunters as well as captive breeders, butchers and anyone who could spread tissue.

Bear Aware program material is being developed that can be used in the northeast.

Southeast (Marianne Burke)

The Southeast is trying to get the Constituent Outreach Committee back up and running.

West (Judy Hosafros)

The meeting has not been held. A report will be put on the ACI web site after it is held.

Midwest (Scott Pengelly)

They are working to get more representation from the upper Midwest.

Proposed Article of Incorporation Change (Micah Holmes)

A proposed change in ACI's Articles of Incorporation that would allow the Board of Directors to make amendments to bylaws over the telephone (conference call) with 30 days notification.

Nancy Herron made a motion to accept this change in the Articles of Incorporation. Liza Poiner seconded the motion. **The motion passed.**

ACI Ace Award (Chris Chaffin)

The International is discussing presenting this award at their annual meeting. It was adopted by the International's leadership to recognize excellent work in outdoor communications. Criteria for the award are being worked through. The Outdoor Channel will donate \$1,000 toward the award.

Auditing Committee (Jim Sciascia)

There is no Auditor's Report at this time. Jim, along with committee members Marc Sommer and Judy Hosafros, have reviewed ACI's finances with Treasurer Bob Wines and they feel he has a very good internal control program.

Wildlife Planners (Dana Dolson)

Dana Dolson, president-elect of Wildlife Planners, would like to explore the possibility of a future coordinating conference between the two organizations, possibly in 2007 or 2008.

Historian (Bob Campbell)

Judy Hosafros will bind and archive past issues of *The Balance Wheel*. She was appointed as the new historian.

Nominating Committee (Joy Hill)

Other committee members are Craig Rieben and Micah Holmes. She encourages members to consider serving on the Board of Directors. Requirements for serving on the Board are a commitment to ACI, attendance at two of the past four conferences. Board members are expected to attend the annual conference and three annual telephone conferences.

The slate of candidates for the Board of Directors are: Melinda Carl of Delaware, Don King of Tennessee and Scott Ball of Florida. Candidates for officers Dave Chanda (president) of New Jersey, Marianne Burke (vice president) of Louisiana, Geoff Schneider (secretary) of Nevada and Bob Wines (treasurer) of West Virginia.

Judy Stokes made the motion that the Secretary cast one ballot for the slate of candidates. Chris Madson seconded the motion. **The motion passed.**

Marianne Burke made the motion to adjourn the meeting. Chuck Schlueter seconded the motion. **The motion passed.**

*Submitted by Geoffrey Schneider*

**-END Fall 2005 TBW ISSUE-**