

**State Wildlife Action Plan Characterization:  
NEW JERSEY**



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## Introduction

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The New Jersey's State Wildlife Action Plan (SWAP) is broad-reaching, far-sighted, and ambitious. An analysis completed by the Defenders of Wildlife characterized New Jersey's SWAP as a "Wildlife Plan Leader," describing it as a "good model for the future evolution of these documents".<sup>1</sup> The authors of the plan appear to have made a comprehensive effort to accurately assess the condition of New Jersey's wildlife and habitats, and involve a wide swath of stakeholders in its preparation and implementation. New Jersey's Wildlife Action Plan was founded on one major premise and seven focus areas. The major premise is that "certain species require new or additional protection or management".<sup>2</sup>

New Jersey's Wildlife Action Plan was founded on one major premise and seven focus areas. The major premise is that "certain species require new or additional protection or management".<sup>3</sup> The seven focus areas are:

- habitat destruction
- stewardship and restoration
- wildlife management
- government-wide invasive species policy
- a recovery plan for all species
- data and scientific updates
- challenges in the urban and suburban environment.

As the most densely populated state in the nation,<sup>4</sup> nearly all of New Jersey's conservation challenges stem from increased development, use, and human destruction of wildlife habitat.

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<sup>1</sup> "Conservation across the Landscape: A Review of the State Wildlife Action Plans," (District of Columbia: Defenders of Wildlife, 2006).

<sup>2</sup> New Jersey Division of Fish & Wildlife (NJDFW), "New Jersey Wildlife Action Plan," (Trenton, NJ: 2005)

<sup>3</sup> NJDFW.

Much of the conservation action planning revolves around targeting private landowners for education and collaborating with local interest groups to deliver the stated goals.

New Jersey’s SWAP is divided into three main parts. The first part, the Overview, introduces the plan, gives general descriptions of threats, goals, actions, and monitoring strategies. The second part of the plan is divided into five ecoregions and 26 conservation zones, and delves more specifically into Species of Greatest Conservation Need (SGCN) threatened habitats, and actions and goals that can be specifically carried out within each landscape. The ecoregions were separated according to land forms, soils, vegetation, and hydrological regimes.<sup>5</sup>

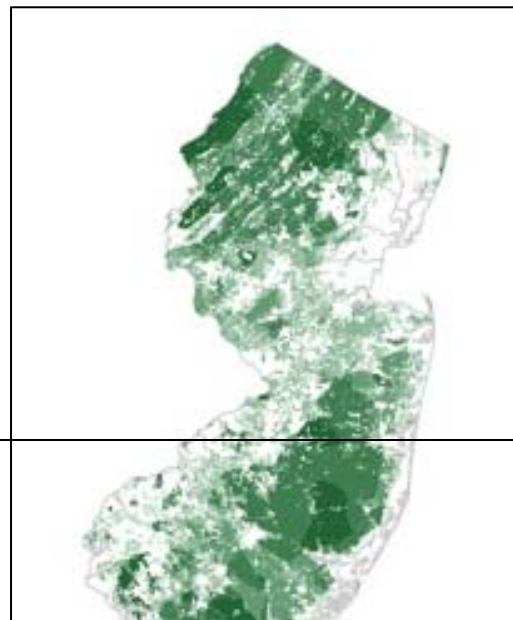
This essay will describe how New Jersey addressed the 8 elements specified by Congress, and then discuss strengths, weaknesses, and important issues of note.

## 1. Identification of Species of Greatest Conservation Need (SGCN)

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The creators of the New Jersey SWAP used four existing data sources, or “strengths” of the Division of Fish and Wildlife, as a foundation for identifying species and their distribution within the state:

**The Landscape Project:** The Department of Environmental Protection (DEP) developed New Jersey’s Landscape Project in 1994 to create a “landscape level approach to imperiled species conservation”.<sup>6</sup> The purpose of the Landscape Project is to provide its users with scientific information that can be integrated with planning and land management programs at multiple scales in government, as well as for non-governmental organizations and private



**Figure 1: The New Jersey Landscape Project is a landscape level approach to imperiled species conservation. Above is an image of the New Jersey “Forests” habitat.**

<sup>4</sup> NJDFW, Preface.

<sup>5</sup> NJDFW, 12.

<sup>6</sup> NJDFW, Attachment A.

landowners.<sup>7</sup> The Landscape Project is used to prioritize conservation acquisitions through the development of critical areas maps; to guide regulators and planners to enhance wildlife protection throughout the planning process; to empower citizens to protect species habitats through publicizing the landscape information; and by making the information available to organizations and agencies, to guide stewardship of conservation areas and allow Endangered and Nongame Species Program (ENSP) biologists to develop best management practices for long-term conservation.<sup>8</sup> More information on the Landscape Project can be found in Attachment A of the New Jersey Wildlife Action Plan.

**Delphi Status Review:** The Delphi Status Review, or Delphi Process, was first developed by the Rand Corporation to measure the probability of an atomic bomb attack on the United States. Since the mid twentieth century, the methodology of the Delphi Process has been adopted by many organizations seeking effective group communication for complex problems and to obtain opinions from expert panels. Delphi Processes are characterized by three features, including “anonymity for all respondents; iteration with controlled feedback; and statistically interpretable group response.”<sup>9</sup>

New Jersey used the Delphi Status Review process to assign legal status of species in the state.<sup>10</sup>

**State Wildlife Grants Working Plan (SWG):** The State Wildlife Grants Program is a federal grant program intended to protect Species of Greatest Conservation Need (SGCN) from becoming threatened or endangered. The funding is provided by the US Fish and Wildlife Service. In preparation for applying for this grant, the ENSP develops a research, survey, and management plan needed to protect the SGCN. Before submittal, the work plan was reviewed by the Endangered and Nongame Advisory Committee.<sup>11</sup>

**Endangered and Nongame Advisory Committee (ENSAC):** Organized in 1973 after the promulgation of the Endangered Species Act, ENSAC reviews the actions and plans

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<sup>7</sup> NJDFW, 7.

<sup>8</sup> NJDFW.

<sup>9</sup> "Delphi Process Description--Summary," U.S. Fish and Wildlife Service, [www.fs.fed.us/servicefirst/sustained/minerals/gen-delphdes.rtf](http://www.fs.fed.us/servicefirst/sustained/minerals/gen-delphdes.rtf)

<sup>10</sup> NJDFW, 4.

<sup>11</sup> NJDFW.

developed by the ENSP) and all recommendations of ENSP to change status of species. ENSAC has also reviewed the State Wildlife Grant work plan, the work of the Delphi Status Review and Landscape Project, and the Wildlife Action Plan. The Committee is composed of academics, conservation group leaders, members of the public, and veterinary profession.<sup>12</sup>

**Identification of species:** Species are first listed by landscape region, and then within each conservation zone. They are broken down into eight tables in the landscape sections:

- Federal Endangered and Threatened Species
- State Endangered Species
- State Threatened Species
- Nongame Species of Conservation Concern
- Game Species of Regional Priority
- Fish Species
- Game Species (determined to be species of concern by the New Jersey Department of Fish and Wildlife)
- Suites of Wildlife and their Location in the Landscape Region.

The Suites of Wildlife table breaks the species down into rough categories (ie, “Beach Nesting Birds”), and marks the occurrence of the species in each conservation zone within the region. Within the conservation zones, species are broken down according to the same eight categorical tables.

SGCN have been identified as such because of habitat degradation or modification that has resulted in population losses that could negatively affect the species existence within New Jersey, regionally, or nationally. The plan’s focus is on endangered or threatened species, species

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<sup>12</sup> NJDFW.

of special concern within the region, species of unknown status, or a species that has become locally extinct according to the Delphi Status Review. Game species of priority are also included, as well as species that may not have been given status by the Delphi Review Process but have been identified by the NatureServe Conservation Status Assessment as species with a global element rank of G1-G3 and/or a state ranking of S1-S3.<sup>13</sup>

As an item of note, game species were also included in the SWAP. According a New Jersey Division of Fish & Wildlife ENSP representative , the agency’s game biologists believe that the species require more stringent management, and warrant the title of “species of conservation concern.”<sup>14</sup>

## **2. Identification of Key Habitat and Community Types**

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Habitat locations are based on a number of databases, including: Biotics; Landscape Map; NJ Audubon Society’s Breeding Bird Atlas; the Endangered and Nongame Species Program’s Herptile Atlas and Neotropical Landbirds Surveys; the Division of Fish and Wildlife, Bureau of Wildlife’s Management’s Waterfowl and Upland Game Bird Survey, and the Department of Environmental Protection’s Office of Land Management, Natural Heritage Program, and NatureServe Conservation Status Assessment.<sup>15</sup> These habitats are mentioned in the Overview, as well as in each landscape and conservation zone section.

For example, the Atlantic Coastal Landscape is composed of the landscape on the eastern-most edge of the state, and made up of beaches, salt marches, barrier islands, rivers, bays and lagoons. The Atlantic Coastal Landscape is further broken down into six conservation zones: Atlantic Coastal Cape May, Atlantic City Area, Brigantine-Great Bay, Barnegat Bay-Little Egg Harbor, Northern Atlantic Coastal, and The Atlantic Ocean. Within each of these conservation zones, the SWAP lists the zone habitats, wildlife of greatest conservation need, threats to the

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<sup>13</sup> NJDFW, 15.

<sup>14</sup> New Jersey Division of Fish & Wildlife Endangered and Nongame Species Program Representative, email communication with Sarah Levy, December 11, 2007.

<sup>15</sup> NJDFW, Preface.

wildlife and habitats, conservation goals and actions, partnerships to deliver conservation, and how to monitor the results of the actions.

### **3. Identification of Threats to Species and Habitats**

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Threats are addressed in two sections. First, threats to SGCN and their habitats are described in a broad manner in the overview section. Second, each landscape region and conservation zone also possesses a separate list of threats that are specific to the wildlife and habitats unique to that zone.

In the Overview, threats are broken down into two types: Statewide and Interstate Threats. Interstate threats include issues like invasive species, suburban sprawl, feral cat colonies, and oil spills. In the section on statewide threats, the plan states that virtually all threats in New Jersey are linked to human activity. These can be described as “direct” or “indirect” impacts. A direct impact would be the illegal hunting of an endangered species. The majority of threats are indirect impacts, and refer to patterns of human changes.

Direct human impacts include, but are not limited to: illegal collection of animals, illegal use of habitats for recreational purposes, illegal use of vehicles on public lands, overfishing, illegal releases of impoundments, uncontrolled dogs, offshore wind energy structures, acoustic effects in freshwater, and burgeoning predator populations.

Indirect human impacts include:

- **Development.** Development can lead to erosion, changes in nutrient deposition, increased silt loads, polluted groundwater, deforestation, and other types of habitat destruction.
- **Roads.** Impacts include noise pollution, direct mortality of animals, barriers to wildlife dispersal, dispersal of exotic species, increased erosion, contamination, and runoff

- **High densities of white-tailed deer.** This can lead to over-browsing of rare plants, destruction of habitats, increase in non-native species, and can possibly affect residential areas.
- **Invasive species.** Over 1,000 non-indigenous plant species have become established in New Jersey, out-competing native species and destroying the aesthetic value of landscapes.
- **Unsustainable Land Management Practices on both Private and Conserved Lands and Waters.** While some land is protected from development, they are not effectively managed to stop all statewide and interstate threats. At sites where active management occurs, management practices vary according to different organization goals and may not be optimal for maintaining ecological integrity of natural communities.

Global warming and reduced air and water quality are mentioned in the opening sentence of the paragraph of the Threats to Wildlife and Habitat Section, and charged with continuing to “jeopardize the future of our natural systems and quality of life in New Jersey.” However, while these issues are acknowledged as being important, the plan claims that the “magnitude” of the threats are too great for one state to address. Research into these issues will be conducted “when appropriate.”<sup>16</sup>

In addition, threats are also broken down by conservation zone, and described in more specific language. For example, in the Atlantic Ocean Conservation Zone in the Atlantic Coast Landscape Region, oil spills are listed as potentially having serious short and long-term impacts on all marine species. More information on “threats” can be found in the Overview, Section E, of the New Jersey Wildlife Action Plan.

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<sup>16</sup> NJDFW, 17.



## 4. Description of Conservation Actions for Species and Habitats

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The New Jersey SWAP sets goals at multiple scales: state, landscape region, and conservation zone. In the Overview, conservation actions are broken down into two parts in section F: conservation goals, and conservation strategies. The conservation goals are broad, ambitious, and sometimes abstract. For example, under the threat “oil spill,” one of the conservation goals is, “Assess, reduce and mitigate the impacts of oil spills on critical habitats.”<sup>17</sup> Under conservation strategies, the state outlines more specific actions to take regarding the goals. For example, a part of one of the conservation strategies under oil spills is to “hold annual meetings with staff from DEP Office of Emergency Response to incorporate updated information and mapping on priority wildlife areas, and review response actions in previous years’ spill events...”.<sup>18</sup> These strategies can be broad, such as “develop methodology to identify all long- and short-term impacts of oil spills on critical habitat and rare species populations in spill areas.”<sup>19</sup>

In each conservation zone, goals remain broad, and strategies are prioritized according to preferences of stakeholders. For example, under the goal of “protect critical habitat identified in the Landscape Project” of the Atlantic Coastal Cape May Conservation Zone, one of the actions of the first priority is, “Incorporate Important Bird Areas into the Landscape Project mapping when nominations are finalized.”<sup>20</sup> Prioritization is repeated for each of the goals in each conservation zone. More information on “Conservation Actions” can be found in Part VI of the New Jersey Wildlife Action Plan.

## 5. Proposed Plans for Monitoring Species, Habitats and Conservation Actions

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Monitoring plans are listed in the Overview as well as in each conservation zone. The monitoring plan sections are called “Monitoring Success.” Much of the monitoring involves conducting habitat assessment and monitoring changes over time, collecting data, and conducting the Delphi Review process to update any species status changes. There is little

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<sup>17</sup> NJDFW, 31.

<sup>18</sup> NJDFW.

<sup>19</sup> NJDFW.

<sup>20</sup> NJDFW, 69.

quantified information for what indicates success for each conservation action, indicating that monitoring will be an adaptive process according to environmental changes and stakeholder concerns.

## **6. Procedures for Strategy Review**

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The New Jersey SWAP is considered to be “an on-going, dynamic document,” and will be reviewed every five years. These reviews will be conducted to ensure that conservation actions of federal, state, county, and private agencies and organizations are consistent with the guidelines stated in the plan. Mechanisms for review include:

- Current versions of the SWAP will be continuously updated on the website, linked to the updated Landscape Project, and will be available for review and public comment through an interactive feature on the website
- Every five years, the ENSP will commence a review process with DFW biologists, DEP staff, the Advisory Committees, and a wildlife summit
- One meeting per year will be organized to review the process and solicit input on the SWAP
- A “SWAP revisions list” will keep an active inventory of species listing changes and updates
- By 2011, the DFW hopes to have convinced other New Jersey state agencies and organizations to incorporate the strategies of the SWAP into their own planning.<sup>21</sup>

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<sup>21</sup> NJDFW, 51-52.

## 7. Coordination with Federal, State and Tribal Agencies

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Partners in Conservation are listed in every section, and seem to be considered crucial to the overall success of the plan. In the Overview section, partners are listed multiple times, most predominantly in each Threat section, under “Potential Partnerships to Deliver Conservation.” For example, under the “Invasive Species” threats area in the overview, it says that “DFW will coordinate with experts from universities, conservation organizations, government, and the private sector to provide an overall framework and basis for establishing priorities concerning control of terrestrial and aquatic invasive species and to develop strategies to control infestations on protected lands.”<sup>22</sup> Appendix V contains a summary of the participants in the SWAP’s early development stages. They are broken down by date, activity, and type of agency. For example, in April 2005, the ENSP held a Wildlife Summit and invited a variety of stakeholders. Each stakeholder who attended the summit is listed according to agency type (private, land conservancies, state agencies, etc.). The Appendix also contains a list of the participants who were invited, but did not attend the summit. According to an ENSP agency representative, other organizations have joined collaboration processes as ENSP continues to refine the plan.<sup>23</sup>

## 8. Public Participation

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While the SWAP relied on the opinions of experts and nationally-sanctioned review processes for scientific determinations of species status and threatened habitats, the ENSP appears to have welcomed the input of the general public for determining conservation goals and actions. Appendix VI is a list of all the public comments received from September 21, 2005, through January 15, 2006. According to an agency representative, all comments were included in the appendix, even if many of them were not included in the plan. For example, there was a lot of opposition to the proposed actions to mitigate the effects of feral cats. Since the public

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<sup>22</sup> NJDFW, 26.

<sup>23</sup> New Jersey Division of Fish & Wildlife Endangered and Nongame Species Program Representative, email communication with Sarah Levy, December 11, 2007.

opposition, the ENSP is working with local advocacy groups to develop a more acceptable feral cat strategy.<sup>24</sup>

Nongovernmental agencies were also widely included in the planning process. According to an ENSP agency representative, NGOs with a wide variety of opinions were included in the planning process in order to create support for the plan. NGOs were chosen based on their perceived ability to “look outside of their own agendas, needs, and desires and bring the needs of [New Jersey’s] resources and citizens to the table.”<sup>25</sup> More information on the “public involvement process” can be found in Appendix V of the New Jersey Wildlife Action Plan.

## Implementation

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### *Overview*

Although New Jersey has been developing its plan since 2004, the state has not yet officially begun monitoring implementation. As a result, the plan appears to have had little visible effect thus far on conservation actions in New Jersey. According to an ENSP agency representative, the plan is being used internally for ENSP projects and is unofficially being used by other agencies and organizations as a guiding conservation tool for land management strategies and coordination of site plan development. The ENSP is also only working on projects clearly identified by the plan as conservation priorities. A formal implementation tracking mechanism will be set up in 2008, which will be an interactive spatial database where users can enter information, learn about other projects, and adapt to other successes and failures.<sup>26</sup> Information on implementation will not be available until then.

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<sup>24</sup> New Jersey Division of Fish & Wildlife Endangered and Nongame Species Program Representative, email communication with Sarah Levy, December 11, 2007.

<sup>25</sup> New Jersey Division of Fish & Wildlife Endangered and Nongame Species Program Representative, Email communication with Sarah Levy, December 11, 2007.

<sup>26</sup> New Jersey Division of Fish & Wildlife Endangered and Nongame Species Program Representative, Telephone Interview with Sarah Levy, September 19, 2007. Ann Arbor, MI, 2007

## Who is Involved and What are they Doing?

While non-governmental organizations are making use of the plan, it's uncertain whether their use constitutes plan implementation. According to one member of a conservation NGO in New Jersey (Stakeholder A), the implementation that his/her NGO is claiming to have achieved would have taken place regardless of the plan. Stakeholder A said,

*I would argue that there's some real sound implementation that's occurring, but I don't think it's a result of the plan. I think there are some good projects that conserve wildlife, we have a lot of habitat restoration projects in a variety of habitats right now from north to south jersey... We're doing a lot of implementation on the ground that the plans never really talk about. I don't think there's anything we've done as a direct result of the plan. I wish that I could say differently but it just hasn't been the case.<sup>27</sup>*

Stakeholder A's sentiments were echoed by another member of a New Jersey conservation NGO (Stakeholder B), who said, "so far the things that have happened that are in the plan are things that begun before the plan and honestly have nothing to do with the fact that they're listed in the plan. They're just good ideas that people had started and are continuing."<sup>28</sup> Both Stakeholder A and B gave examples of projects that are cited in the plan, that did not begin as a result of the plan, and would not continue simply because they were listed in the plan. For example, the New Jersey Audubon Society's Shorebird/Horseshoe Crab Conservation Campaign was cited by an ENSP representative as one state's most important and well-run conservation projects. The campaign's goals—to halt the decline of the Red Knot population Delaware Bay—are listed in the plan.

Exemplar Project: The Raritan-Piedmont Wildlife Habitat Partnership is a group of organizations working to implement SWAP conservation goals and protect critical habitat for grassland bird species.

Challenge: Because ENSP has not started monitoring implementation and NGOs are continuing the same projects that had started before the plan, it's difficult to assess how much of an impact the New Jersey SWAP has had on conservation.

<sup>27</sup> New Jersey Conservation NGO Representative, Telephone Interview with Sarah Levy, September 24, 2007. Ann Arbor, MI.

<sup>28</sup> New Jersey Conservation NGO Representative, Telephone interview with Sarah Levy, September 27, 2007. Ann Arbor, MI.

However, the campaign started before the creation of the plan, and almost certainly would have continued without the creation of the plan.

Stakeholder A and B's assessments stems partially from a perceived vagueness of plan implementation directives. Stakeholder A cited the example of county park managers who may be unfamiliar with ecology or classic conservation strategy, but may be interested in using the plan in their work. According to Stakeholder A, the plan doesn't tell them how to participate—it doesn't pull people in, give them enough information, or show them how they fit into the “big picture” of conservation in New Jersey. Stakeholder A said, “[the plan] lacks practicality and relevance in everyday conservation for the broad range of stakeholders that could actually use it.”<sup>29</sup> Stakeholder B called the plan a “laundry list” that did not omit anything, but came across as a “mess of content.” While Stakeholder B shared praise for the plan as a comprehensive document, s/he also said that it could have been more effectively prioritized. The result is that “there's no possible way they could implement this plan across the board. It's physically and fiscally impossible.”<sup>30</sup>

In response, an ENSP representative maintains that broader plan recovery goals and conservation objectives were necessary in order to be as inclusive and comprehensive as possible. Creating specific goals for each conservation area may not only have been administratively impossible for the ENSP given the amount of acreage in New Jersey and the complexity inherent in such specificity, but being overly detailed would have risked “inadvertently turning folks away” from engaging in plan creation or implementation. The plan is not necessarily intended to be “implemented across the board” as Stakeholder B suggested, but rather to serve as a guide for future research and management.<sup>31</sup>

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<sup>29</sup> New Jersey Conservation NGO Representative, Telephone Interview with Sarah Levy, September 24, 2007. Ann Arbor, MI.

<sup>30</sup> New Jersey Conservation NGO Representative, Telephone interview with Sarah Levy, September 27, 2007. Ann Arbor, MI.

<sup>31</sup> New Jersey Division of Fish & Wildlife Endangered and Nongame Species Program Representative, email communication with Sarah levy, December 12, 2007.

## How Has Funding for Non-Game Wildlife Changed?

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According to interviewed agency and organizational contacts, funding for non-game wildlife has not changed as a result of the plan.<sup>32</sup> Stakeholder A mentioned that his/her organization has been citing the plan in conservation proposals for collaborative projects, but said that the organization would most likely be writing the same proposals regardless of the plan.<sup>33</sup>

### *How Has the Agency Changed?*

The ENSP has not experienced any staffing or funding changes as a result of the plan.<sup>34</sup>

## Conclusion

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The New Jersey SWAP is well organized, intelligently conceived, and appears to be sincere in its attempt to protect nongame wildlife. The New Jersey Landscape Project seems to be an invaluable tool for GIS analysis of land cover and species and habitat status, and should be viewed as a model for plans that have not yet utilized GIS technology in their plans.

The strongest parts of the plan are its visionary nature and wide outreach efforts to stakeholders. The plan is visionary in the sense that it proposes goals regardless of feasibility, setting a high standard that partners could strive for. Every conservation action includes a number of these potential partners, regardless of whether the partner has taken steps toward achieving that particular action. The ENSP views the SWAP as a blueprint for partner agencies and non-governmental organizations.

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<sup>32</sup> New Jersey Division of Fish & Wildlife Endangered and Nongame Species Program Representative, Telephone Interview with Sarah Levy, September 19, 2007. Ann Arbor, MI, 2007; New Jersey Conservation NGO Representative, Telephone interview with Sarah Levy, September 27, 2007. Ann Arbor, MI; New Jersey Conservation NGO Representative, Telephone Interview with Sarah Levy, September 24, 2007. Ann Arbor, MI.

<sup>33</sup> New Jersey Conservation NGO Representative, Telephone Interview with Sarah Levy, September 24, 2007. Ann Arbor, MI.

<sup>34</sup> New Jersey Division of Fish & Wildlife Endangered and Nongame Species Program Representative, Telephone Interview with Sarah Levy, September 19, 2007.

The plan's extensiveness is also at the heart of its weakness. One agency representative called the SWAP a "pie in the sky" plan in an effort to get stakeholders to "think big" about conservation actions and partnerships.<sup>35</sup> The emphasis of "think big" is on the normative: not what can be done, but what should be done, regardless of the resources. The potentially significant consequence of the "think big" strategy is that it does not "think small." It takes broad, bold, inspirational strokes, but leaves the details and finer points to be filled in by stakeholders.

The above-mentioned discordant viewpoints on this strategy—broad and inclusive on one end of the philosophical scale, versus specific and potentially exclusive on the other—pose somewhat of a circular dilemma for the New Jersey plan coordinators. The breadth that the plan coordinators intended to be interpreted as flexibility and inclusiveness, stakeholders perceived as lack of practicality. The more tailored the goals, the narrower the audience; as goals grow more extensive, the plan becomes more inclusive at the expense of guidance grounded in concrete actions (and thereby losing potential audience member seeking more meticulous instruction).

The stakeholders' comments also raise an important question: what does implementation really mean? If implementation means a change in "business as usual" conservation planning in New Jersey, it may be too early to tell whether the plan will have any concrete influence. If the New Jersey's coordinators' intentions were to create a repository of broad-stroke directives and ecological information, then the plan already constitutes an achievement of those goals, though it is unclear what kind of impact those kind of abstract goals would have on the ground.

New Jersey plan coordinators could enhance the usability of their plan by including example scenarios for particular projects. While the plan does a good job of mentioning key partnerships and organizations for achieving conservation goals, it does not explain exactly what actions those partnerships could take to achieve success. It is not necessary for coordinators to fill the plan with these scenarios; a few would suffice to show someone who's new to conservation where they could begin, or what it takes to be successful. It should be implied that

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<sup>35</sup> New Jersey Division of Fish & Wildlife Endangered and Nongame Species Program Representative, email communication with Sarah Levy, December 11, 2007.



these scenarios could not be applied universally across New Jersey, because each habitat, species, or geographic area would demand unique action. These scenarios could include:

- A “how to” organize a successful outreach effort in a particular region or geographic area, such as raising awareness about the importance of chimney swifts in the Northern Piedmont Plains conservation zone;
- Highlighting successful partnerships that already exist, and explicitly showing what makes those partnerships successful.

New Jersey’s ENSP should be commended for creating an innovative, farsighted vision of how nongame wildlife protection can look. Including these scenarios would add specificity to the plan without making the plan itself specific, add precision without detracting from a broader strategy. They would provide a more concrete starting point for action than is currently included in the plan, compliment them, and perhaps serve as a small enhancement for what can be thought of as an exemplar SWAP.