ANNEXES

ANNEX A

STATEMENT OF WORK

1. GENERAL

The Fish and Wildlife Service (FWS) has a requirement for an independent evaluation of the effectiveness of the National Wildlife Refuge System (NWRS) in meeting its mission and achieving long-term goals. The NWRS is an expansive Federal system of 96 million acres of lands and waters established for the express purpose of conserving fish, wildlife and plant resources. The NWRS operational infrastructure consists of 582 administrative units and approximately 4,000 staff persons located throughout 50 states and numerous territories. The independent evaluation will take a comprehensive look at NWRS effectiveness along the lines of twelve long-term goals, as outlined in the NWRS Strategic Plan. The evaluation will culminate in recommendations for how to improve NWRS operations to better achieve mission effectiveness.

2. BACKGROUND

Despite having existed for more than one hundred years, the NWRS has never undergone an independent evaluation of its overall effectiveness in achieving its conservation mission. However, the NWRS now needs such an evaluation in order to identify program strengths and weaknesses, as well as gaps in performance information. Such evaluations are an important element of the Office of Management and Budget's (OMB) Program Assessment Rating Tool (PART) assessments, and this evaluation should satisfy the PART requirements.

The NWRS has completed a Strategic Plan that describes twelve long-term goals that embody its conservation mission. Eleven of the goals directly apply to natural resource or recreational components of NWRS management, while the twelfth strives for organizational excellence as a driver of overall performance. The evaluation should primarily address the effectiveness of the NWRS in delivering those long term goals; however, it should secondarily address the utility and efficiency of management systems such as planning, budgeting, and performance management.

3. WORK TO BE PERFORMED BY CONTRACTOR

The contractor will work closely with NWRS leadership to facilitate and implement the evaluation. Primary tasks the contractor must accomplish are:

A. Arrange and facilitate a one-day workshop consisting of approximately 25 total participants who will flesh out the design and process for the evaluation. The participants will include members of the NWRS leadership team, representatives from the Cooperative Alliance for Refuge Enhancement (CARE) and other key stakeholders. Objectives of workshop will be to identify potential members for an expert panel who will guide the overall evaluation and to identify the processes for evaluating the effectiveness of various programs within the NWRS. Based on workshop results, the contractor will write a concise implementation plan for the evaluation.

B. Arrange and facilitate a meeting of the expert panel which will review, revise and finalize the implementation plan.

C. Gather and analyze information/input from a variety of sources as needed to address the evaluation processes identified in the implementation plan. Four different sources may be used: 1.) Information contained in existing databases at the NWRS Headquarters or held by other conservation organizations. 2.) Surveys of FWS employees, conservation organizations, and stakeholders. 3.) Site visits to refuge field stations. 4.) A Federal Register Notice requesting input as to the effectiveness of the NWRS.

D. Arrange and facilitate a second meeting of the panel of experts to review the gathered information and generate findings and conclusions. The contractor will develop a report of those findings and conclusions, which will be shared with NWRS leadership in order that the NWRS may formally respond to the findings and conclusions.

E. Arrange and facilitate a final workshop involving both the panel of experts and NWRS leadership to develop recommendations for improvements. Following that workshop, the contractor will write a final detailed report describing the process, findings, conclusions and recommendations. From the detailed report the contractor will also develop a summary report and a Powerpoint presentation.

4. GOVERNMENT-FURNISHED MATERIALS/SERVICES

FWS will provide access to all databases containing relevant information. It will also make appropriate contacts to assemble staff, outside experts and stakeholders for workshops and meetings. Finally, FWS will provide meeting space as needed.

5. SUMMARY OF DELIVERABLES

The following are intermediate deliverables developed incrementally throughout the project:

A. Implementation Plan to be developed after the first workshop. This plan will detail the design and methodology of the evaluation.

B. Report of Findings and Conclusions to be developed after the second meeting of the panel of experts. This report will describe the findings generated during the information gathering phase and the conclusions reached by the panel.

C. Final Report to be developed after the final workshop in which recommendations are developed. This report will include a description of the entire evaluation process, the findings and conclusions generated, as well as the final recommendations. The primary report will be detailed with appendices and lists of data sources; however, a summary report and summary Powerpoint presentation will also be delivered.

6. PROJECT COMPLETION/DELIVERY SCHEDULE

6.1 **REVIEW OF DELIVERABLE**S September 15, 2006 – FWS receives draft Implementation Plan February 9, 2006 – FWS receives draft Report of Findings and Conclusions April 13, 2007 – FWS receives draft Final Report, Summary Report and PowerPoint

6.2 **ACCEPTANCE OF DELIVERABLES** September 29, 2006 – FWS receives final Implementation Plan February 23, 2006 – FWS receives final Report of Findings and Conclusions April 27, 2007 – FWS receives Final Report, Summary Report and PowerPoint

ANNEX B

WORKPLAN
FINAL DRAFT

An Independent Evaluation
of the Effectiveness
of the U.S. Fish and
Wildlife Service's
National Wildlife refuge system

November 13, 2006

Evaluation Design and Workplan

Table of Contents

Evaluation Design and Workplan: Overview

This document is MSI's Evaluation Design and Workplan for conducting an evaluation of the effectiveness of the National Wildlife Refuge System. MSI will proceed with implementing the study once this workplan has been approved.

Principal Components of the Study:

- Implementation according to this proposed workplan and methodology once it has been reviewed and approved by FWS/Refuges, the FWS Director and OMB.

- A data collection effort that includes:

  - Reviewing documents and databases, and contacting program managers and informed individuals, to build information profiles for twelve SOGs;

  - Conducting three on-line surveys, including a survey of: 1) of Refuge Managers (and other staff), 2) State Fish and Game officials and 3) local partners;

  - Visiting approximately 14 refuges based on criteria including refuge purpose, size, FWS region and management structure; and

  - Interviewing sixty to seventy national stakeholders and partners.

- Hold a final review meeting with key FWS staff to review conclusions and conduct a participatory meeting to review and formulate final recommendations.

- Produce a summary score/grade on the effectiveness of each of the Refuge Program's twelve strategic outcome goals, so as to have a way to quickly and clearly determine some of the program's principal strengths and weaknesses.

- MSI will deliver the following products: a detailed evaluation report, which will include all data tables and supporting evidence for conclusions and recommendations; a summary evaluation report of key findings, including an ordinal rating of the Refuge Program's overall effectiveness in the achievement of its twelve strategic objective goals; and a summary PowerPoint presentation.

The remainder of this document contains a proposed evaluation framework and methodology and a detailed workplan. The workplan includes a schedule and associated level of effort for each evaluation task.

Part I: Overall Design

Evaluation Purpose: The independent evaluation will take a comprehensive look at NWRS effectiveness along the lines of twelve long-term goals, as outlined in the NWRS Strategic Plan. The evaluation will culminate in recommendations for how to improve NWRS operations to better achieve mission effectiveness. (From Statement of Work.)

This evaluation has been designed to meet the standards of independence of objectiveness and will be a findings-based study. This means that a set of transparent and objective findings will be generated for each principal evaluation area and issue. These findings will be the basis for the development of conclusions, i.e. the conclusions will be linked to and supported by, a body of objective data. In turn, recommendations will be linked directly to conclusions. Those reviewing the evaluation will be able to clearly see a supporting and objective logic underlying each of the study's conclusions and recommendations.

Key Evaluation Questions : A set of common overarching evaluation questions will be examined for each of the Refuge System's twelve Strategic Outcome Goals (SOGs). In addition, a number of SOG-specific evaluation questions will be explored for select SOGs (to address questions raised in preliminary evaluation design workshop). The common evaluation questions that will be examined for all SOGs are as follows:

1. Do Refuge programs achieve their intended results? Is adequate progress being made toward each SOG?

2. Does the Refuge System have policies to direct planning and operations and are these being consistently understood and applied? (Are these policies appropriate and useful?)

3. How well does the Refuge System fulfill its obligations to stakeholders (states, tribes and others) and to the general public?

4. How well is the System using partners to meet its needs and to conduct operations at its Refuges?

5. Does the system effectively use its current funding, staffing and other resources and take advantage of current opportunities (are there examples of innovation or opportunities to promote innovation)?

6. What constraints and opportunities/incentives (in addition to funding and staff) influence achievement at the national, regional or refuge level?

7. What type of training is currently offered? Has it been well-delivered, has it been applied, and how useful/effective has the training proved to be? (Only pertains to select SOGs.)

Overall Performance Assessment: The evaluation will produce an overall rating for each of the NWRS' twelve key objectives. Summary ratings will be presented on an ordinal scale, e.g. exceeding expectations, meeting expectations, or performing below expectations. The overall

rating for each strategic objective goal will be based on an analysis of findings particular to each objective and determined by reviewing performance and target indicator data and by factoring in information generated from interviews, surveys and field visits.

The summary rating for each strategic objective goal represents a conclusion as to the NWRS' performance within a given program area. The overall summary rating will be supplemented by a short narrative discussion that explains the basis for the rating and will be based on an analysis of findings. In addition, recommendations will be developed to provide suggestions on strengthening future performance, as appropriate. In the end, a matrix similar to that presented below, will be developed for each strategic objective goal:

Illustrative Summary Rating:

Strategic Objective Goal: Strategically Grow the System.	**Summary Rating:** Effective
Conclusion: The rating of effective was provided due to the following reasons ------	
Recommendation: Based on the strengths and weaknesses identified by the evaluation, the following actions are recommended for consideration: 1. 2.	
Principal Findings: (The following findings support the Summary Rating and Conclusion) 1. X% of state representatives surveyed rated the real estate program as effective or highly effective. Some of the comments in support of this rating were as follows: X% mentioned….. 2. The system has grown from X acres in 1997 to Y acres by 2005. This compares with a target growth rate of_____.	

Data Requirements for Analysis: In order to address the breadth of the Refuge System, both geographically and programmatically, a wide range of data will be collected for the evaluation (see data collection methods and sources below). The evaluation team has developed an analytic framework to help guide the development of evaluation questions (see above) and to inform the choice of data sources and methods. This framework will also inform elements of analyses that will be conducted once data collection is complete. The framework, presented on the following page, incorporates each of the Refuge System's 12 SOGs in a logic model/causal framework.

Data will be collected in order to allow for several types of analysis, including:

- **Comparative Analysis:** planned performance to actual performance; current status (or performance) to prior or baseline status; Refuge System experience to experience

of a comparable land management agency (i.e., benchmarking); refuges with a specific program or characteristic (e.g., infrastructure) to refuges without the same program or characteristic.

- **Descriptive Analysis:** profiles of current refuge programs; descriptions of key vehicles and avenues of interaction and cooperation between partners and the Refuge System, etc.

- **Strategic (cause and effect) Analysis:** evidence of the causal link between strategies and the progress towards SOGs, i.e., in the graphic presented that follows, evidence that relevant support activities contribute to intermediate level outcomes and, in turn, that intermediate outcomes drive achievement of the System's highest level objectives; attribution of progress to Refuge System actions; identification of unintended effects (positive or negative) of the Refuge's programs and actions.

Data Collection Methods: Multiple data collection methods will be used in order to mitigate against weaknesses inherent in each individual method. Data from multiple sources will allow for "triangulation" and greater confidence in evaluation findings and in the conclusions and recommendations based on those findings. Planned data collection methods include:

- Surveys: web-based and self-administered (refuge managers, state fish and game agencies and local partners)

- Key informant interviews (FWS staff, national NGOs and others)

- Review of existing narrative (reports and documents) and numeric (data files) data

- On-site visits: semi-structured direct observation techniques (two refuges per region, plus visits with select regional offices)

Methodological Note: The evaluation design calls for data to be collected from the same "target populations" (e.g., refuge managers and state fish and game agencies) through varying data collection methods. This multi-method approach allows for different types of data to be collected from a given target population, in turn allowing the evaluation to more fully explore key issues and factors that are relevant to the overarching evaluation questions. Refuge managers, for example, are an important data source and one of the target groups we will collect information from through use of multi-method approaches. The survey of refuge managers will include both open-ended and close-ended questions, but will be more heavily waited to the latter. The survey data will allow for comparatively easy aggregation and comparison across the entire population of refuge managers and will therefore facilitate the identification of important patterns and characteristics (analyzed across topics and/or questions). However, the survey will not, in most cases, provide the depth of information necessary to *explain* the observed patterns. In depth interviews, which would not allow for the identification of patterns or characteristics across the entire refuge manager population, provide an opportunity to explore in detail the main factors that cause or contribute to the patterns the survey allows us to observe. Without the survey, the evaluation would not be able to easily identify important patterns and overarching findings. Without interviews, the evaluation would not be able to explain such patterns and findings, and further, would be hard pressed to generate useful recommendations.

FWS/Refuge Evaluation: Analytic Framework

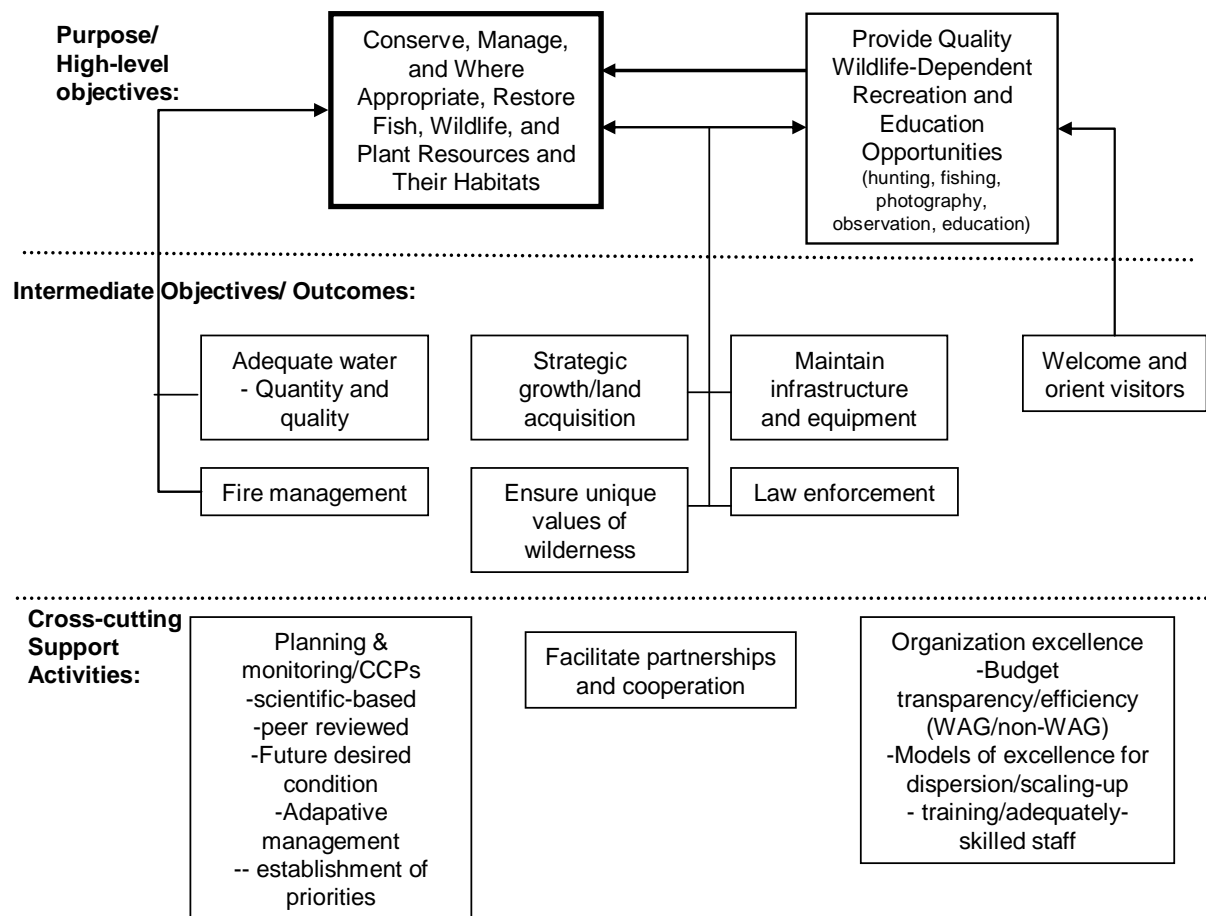**Mission-level performance measures:**

Habitat: Percent of acres of NWRS lands and waters with habitat in good condition.
Migratory birds: Percent of migratory bird species achieving healthy and sustainable levels.
Threatened and endangered species: Percent of threatened or endangered species listed a decade or more that are stabilized or improved.
Fisheries:Percent of depleted native and inter-jurisdictional fish species achieving healthy and self-sustaining levels.
Recreation: Percent of Refuges that provide compatible wildlife-dependent recreation programs where compatibility determinations indicate such programs can exist.

Purpose/ High-level objectives:

Conserve, Manage, and Where Appropriate, Restore Fish, Wildlife, and Plant Resources and Their Habitats

Provide Quality Wildlife-Dependent Recreation and Education Opportunities (hunting, fishing, photography, observation, education)

Intermediate Objectives/ Outcomes:

Adequate water - Quantity and quality

Strategic growth/land acquisition

Maintain infrastructure and equipment

Welcome and orient visitors

Fire management

Ensure unique values of wilderness

Law enforcement

Cross-cutting Support Activities:

Planning & monitoring/CCPs
-scientific-based
-peer reviewed
-Future desired condition
-Adapative management
-- establishment of priorities

Facilitate partnerships and cooperation

Organization excellence -Budget transparency/efficiency (WAG/non-WAG)
-Models of excellence for dispersion/scaling-up
- training/adequately-skilled staff

Data Sources: Due to the breadth and scope of the evaluation, a wide range of data sources will be tapped. Anticipated data sources, organized by data method, are listed below.

Surveys (three surveys are planned, pending OMB approval)

- Survey 1: Refuge/field managers

- Survey 2: Local partners

- Survey 3: State fish and game agencies

A description of the first and second surveys has been included as Annex D.

Key Informant Interviews with those having broad system-level perspectives (face-to-face or telephone interviews)

- Senior Refuge System staff: Director, Deputy Director, Division Chiefs, Regional Directors

- State Fish and Game Agencies and related associations, e.g. Association of Fish and Wildlife Agencies, specifically to include senior executives and regional directors of the Association of Fish and Wildlife Agencies

- National NGO partners – Individuals from organizations having a close level of involvement and/or knowledge with FWS will be selected for in-depth interviews. These organizations will include the National Wildlife Refuge Association, the Wildlife Management Institute, the Association of Fish and Wildlife Agencies, the National Fish and Wildlife Foundation, Defenders of Wildlife, Ducks Unlimited, and the Audubon Society. Additional organizations may also be interviewed, but in less detail, and may include organizations such as the Alaska Conservation Foundation, B.A.S.S., The Wilderness Society, Trout Unlimited, Environmental Defense Fund, and the Center for Biodiversity.

- Relevant USG Agencies:

  - Land management agencies – including the Forest Service, the Park Service, the Bureau of Land Management, the Department of Defense and possibly BIA.
  - Congress – relevant committee staff, Congressional Research Service and/or appropriations staff.
  - Management/audit agencies – OMB, GAO, IG.

Individual and Group Interviews with those having detailed knowledge of particular activities/programs (face-to-face or telephone interviews)

Most of these individuals will be contacted in connection with site visits:

- Refuge managers and staff

- Managers and staff of local partner groups

- Volunteers

On-site Visits

- A purposive (non-representative) selection of approximately 14 refuges will be visited by the evaluation team. The refuges to be visited will be selected based on a set of criteria (see sample list of criteria below). The site visits will be used to collect data to inform the overarching set of evaluation questions enumerated above. However, these visits will also be used to further explore issues that emerge during the early stages of data collection and analysis.

A preliminary set of refuge visits has been developed based on the following criteria:

- A diversity of FWS regions, with an intent to cover all regions;
- A sampling of large and smaller refuges;
- Stand-alone management units and complexes;
- Refuges that experience high visitation levels and offer significant environmental education and recreational opportunities;
- Refuges that manage for a variety of purposes, including migratory birds, trust species, endangered species, and inter-jurisdictional fish;
- Inland and coastal refuges, including refuges that address significant marine issues;
- Wetland Management Districts;
- Refuges that have an active fire management program;
- Refuges that have experience operating under a CCP, and those that don't; and
- One or more refuges that contain wilderness.

An initial listing of potential site visits is listed as Annex C: Potential NWR Site Visits. This list will be further refined as the evaluation process proceeds.

Site visits will include visits with Refuge Managers and other key staff. Meetings, or follow-up phone interviews, with key partners and friends groups will also be conducted.

Existing Data & Information (narrative and numeric)

- Documents and Reports: We will generate a list of documents to be reviewed and share this list with Refuge Staff to ensure that we are including all key reports and publications. A preliminary list is included as Annex C.

- Databases: We will review, as necessary, the information from FWS databases, including:

  - RAPP- NWRS-wide performance management database.

  - SAMMS – DOI-wide facility and asset management database (a large detailed database).

  - RMADS – Management actions database, which is relatively new. It is intended to track habitat and population management actions and allow high-level/multiple refuge analysis. Primarily used by regions 3 and 5.

  - FWS/OP – The Fish and Wildlife Service Operational Plan. A complex Excel spreadsheet that tracks agency-wide performance measures.

  - RLGIS – a GIS system used by nearly all regions that captures much geospatial information, including most management actions.

  - NFPORS and FMIS – collectively they provide comprehensive information about the NWRS Fire Program. Plan and track fire projects – covers past actions and future plans.

  - LEAD – staffing/deployment model for NWRS law enforcement, developed by International Chiefs of Police.

  - IMARS – in its infancy, designed to be a "case management" system for our LE officers.

Part II: Evaluation Workplan – Tasks, Level of Effort and Schedule

This section provides a breakdown of the tasks required to complete the evaluation, a listing of the number of days required to complete each task, and a schedule as to when significant activities will be complete. The first table provides and overview of tasks, level of effort and schedule; the second table is a Gantt chart; and the third table provides a detailed breakdown of workplan tasks.

A. Workplan Overview (not including sub-tasks)

Task/Activity	Estimated Days		Action Completed
	Senior	Mid-level	
Task 1: Develop and Finalize Methodology & Workplan	35	10	Nov 6
Task 2: Develop Data Collection Protocols & Instruments	22	2	Dec 31
Task 3: Data Collection	103	37	Mar 23
Task 4: Preliminary Data Analysis	39	37	Mar 26
Task 5: Conduct Summary Data Analysis	11	1	Apr 13
Task 6: Develop Conclusions	20	4	Apr 30
Task 7: Develop Recommendations	24	8	May 16
Task 8: Prepare Final Report and Deliverables	29	9	May 31
Sub-Total:	283	108	
Additional: web survey programming & data runs	12		
Total Required:	295	108	

Level of Effort Assumptions: Documents reviewed and profiles built for all 12 SOGs; 60 to 70 stakeholders/partners interviewed; three surveys conducted; and 14 refuges visited.

Evaluation Workplan- Work Schedule

Task / Activity		September	October	November	December	January	February	March	April	May	Action Completed
Task 1:	Develop and Finalize Methodology & Workplan	1-Sep									6-Nov
Task 2:	Develop Data Collection Protocols & Instruments		16-Oct								31-Dec
Task 3:	Data Collection (field visits incl Alaska in Feb/ March)		16-Oct					AK			23-Mar
Task 4:	Preliminary Data Analysis						19-Feb				26-Mar
Task 5:	Conduct Summary Data Analysis							12-Mar			13-Apr
Task 6:	Develop Conclusions								1-Apr		30-Apr
Task 7:	Develop Recommendations								16-Apr		16-May
Task 8:	Prepare Final Report and Deliverables									1-May	31-May

C. Detailed Workplan with Sub-tasks

Task/Activity	Estimated Days		Timeframe
	Senior	**Mid-level**	
Task 1: Develop and Finalize Methodology and Workplan	**35**	**10**	
Sub-task: 1.a: Conduct Initial Research and Planning with FWS and Select Partners • Initial planning workshop • Interviews with select partners • MSI team planning meeting			Sep 2006
Sub-task 1.b: Complete first draft • Develop list of persons to be interviewed – FWS and non-FWS • Generate a list of National NGOs, Federal Agencies, State Agencies and local partners. • Identify all key documents and data files for each SOG • Identify lead FWS resource person for each SOG • Develop initial criteria for site visits			Oct 13
Sub-task 1.c: Review by Refuges, FWS and OMB • Present to FWS Director • Present to Mike Hickey at OMB			Review: Oct 16
Sub-task 1.d: Propose Advisory Panel • Candidates, TOR, Budget • (Note: TOR and budget were developed but a decision was made not to proceed with an advisory panel.)			Comments received by Oct 20
Sub-task 1.e: Revise per comments and finalize – FWS approval			Approved by Nov 6
Task 2: Develop Data Collection Protocols and Instruments	**22**	**2**	
Sub-task 2.a: Interview guides • Identify interview groups – e.g., national NGOs; FWS; other federal land management agencies – BLM, Park Service, Forest Service; state fish and game agencies; Refuge staff – Regional Directors, Division Chiefs; refuge/field managers; local partners (including Friends groups); • Develop and pretest draft interview guides • Finalize and prepare formatted version			Nov 3 – interview guides finalized; interviews begin

Task/Activity	Estimated Days		Timeframe
	Senior	Mid-level	
Sub-task 2.b: Web-based surveys • Propose groups for survey: (1) refuge managers; (2) local partners; (3) maybe state agencies and national NGOs • **Request and Receive OMB clearance** • Develop draft survey instruments • Pretest instruments • Purchase software • Upload instrument on web server • Logistics and admin – email addresses, invitation letter, etc.			Dec 15 – survey instruments finalized; surveys open on web (Dec/Jan)
Sub-task 2.c: On-site visit guide/Observation log • Conduct sample refuge visit • Identify key questions and points of inquiry • Develop guide – could include multiple elements, e.g., interview guides, observation logs			Nov 24
Task 3: Data Collection	**103**	**37**	
Sub-task 3.a: Review of existing documents and databases: • Develop and organize full list of resources, by SOG • Read and review all key documents and reports • Review all data bases – become aware of all data fields/variables in the Refuge Systems core data bases			Oct - Mar
Sub-task 3.b: Conduct structured interviews			Nov - Feb
Sub-task 3.c: Administer web surveys			Jan - Feb
Sub-task 3.d: Conduct site visits (Alaska will be conducted in late Feb/early March)			Nov – Mar
Task 4: Preliminary Data Analysis	**39**	**37**	
Sub-task 4.a Analyze existing data (performance data, data files, documents) • Develop descriptive profiles of SOGs, programs and other elements of the Refuge System portfolio • Conduct comparative and trend analysis of relevant quantitative data (e.g., performance indicator data) **NOTE: Sub-tasks 4.a will be completed for EACH SOG.**			Jan - Mar

Task/Activity	Estimated Days		Timeframe
	Senior	**Mid-level**	
Sub-task 4.b: Analyze interview data: • Transcribe interview notes – electronic format • Organize interview data into data base • Conduct content analysis for open-ended questions (software required) • Conduct basic data analysis for close-ended questions (descriptive stats, frequencies, etc.) Sub-task 4.c: Analyze survey data • Conduct various data runs on survey data file – descriptive stats, frequencies, contingency tables, etc. (if necessary, download survey data into a stats package) Sub-task 4.d: Analyze site visit data • As necessary, transcribe interview notes and/or data from observation logs • Organize data into spreadsheets or data bases • Conduct content analysis for narrative data and basic data analysis for quantitative (ordinal and interval scale) data.			
Task 5: Conduct Summary Data Analysis	**11**	**1**	
Sub-task 5.a: Identify and further examine the most critical findings from preliminary data analysis (i.e., Task 4 includes a lot of "sifting;" Task 5 is detailed/extended analysis of the most useful findings that emerge from the sifting process) Sub-task 5.b: Address issues related to findings that emerge from Sub-task 5.b., e.g., as necessary, conduct additional data analyses, collect targeted data to fill important data gaps, etc. Sub-task 5.c: Agree on final (or near final) set of evaluation findings			Mar & Apr
Task 6: Develop Conclusions	**20**	**4**	
Sub-task 6.a: Develop preliminary set of conclusions. Based on product of Task 5, MSI team develops an initial set of conclusions for each evaluation question Sub-task 6.b: Agree on final (or near final) set of conclusions for the evaluation.			April

Task/Activity	Estimated Days		Timeframe
	Senior	Mid-level	
Task 7: Develop Recommendations	**24**	**8**	
Sub-task 7.a: Develop an initial "working set" of recommendations. (This assumes our NWRS counterparts would like to have preliminary set of recommendations prepared prior to the workshop) Sub-task 7.b: Organize the "Recommendations Workshop" • Meet/plan with Refuges staff to determine format and process for the workshop • Prepare any necessary materials – electronic and paper – for the workshop • Make all necessary logistic arrangements Sub-task 7.c: Conduct Recommendations Workshop Sub-task 7.d: Identify final set of recommendations (will reflect consultation with NWRS received via the workshop, i.e., doesn't mean the MSI team will always agree with NWRS counterparts regarding the evaluation's recommendations, but it does mean we will have discussed all potential recommendations).			Apr & May May
Task 8: Prepare Final Report and Deliverables	**29**	**9**	
Sub-task 8.a: Prepare full final report, including all annexes Sub-task 8.b: Prepare summary report Sub-task 8.c: prepare PowerPoint presentations and other presentation materials for the use of senior NWRS staff			May

Illustrative List of Interviews

Organizations to be Interviewed (using standard protocol)	No of persons
Key Informant Interviews with those having broad system-level perspectives (face-to-face or telephone interviews)	
Senior FWS Staff: Director, Former Directors, Deputy Director, Division Chiefs, Regional Directors and key staff from related FWS programs, including Migratory Birds, Ecological Services, Fisheries and the Partners programs	28-30
State Fish and Game Agencies and related associations, e.g. Association of Fish and Wildlife Agencies, including executive staff and regional directors	6
National NGO Partners: detailed interviews will be conducted with organizations that have broad mandates and conservation overviews, which will include the National Wildlife Refuge Association, the Wildlife Management Institute, the Association of Fish and Wildlife Agencies, the National Fish and Wildlife Foundation, Defenders of Wildlife, Ducks Unlimited, and the Audubon Society. Additional organizations may also be interviewed, but in less detail, and may include organizations such as the Alaska Conservation Foundation, B.A.S.S., The Wilderness Society, Trout Unlimited, Environmental Defense Fund, and the Center for Biodiversity.	14 - 16
Relevant Federal Agencies: - Land management agencies - FWS, Park Service, Forest Service, BLM, DOD and possibly BIA. Consideration will also be given to interviewing the Canadian Wildlife service and the Mexican counterparts (in relation to implementation and monitoring of the Migratory Bird Treaty Act). - Congress – relevant committee staff, Congressional Research Service and/or appropriations staff - Management/audit agencies – OMB, GAO, IG	14
	66+/-
Individual and Group Interviews with those having detailed knowledge of particular activities/programs (face-to-face or telephone interviews). Many of these interviews will be conducted in conjunction with site visits.	
- Refuge managers and staff - Managers and staff of local partner groups - Friends groups/Volunteers	

Annex B.

FWS/Refuge Evaluation Reference Documents

Updated: October 13, 2006

Documents/Information	Received
General FWS Documents	
Draft Strategic Plan for the National Wildlife Refuge System, FY 2006-2010, March 30, 2006	♦
NWRS Improvement Act of 1997	♦
National Wildlife Refuge Administration Act, January 1998	♦
Fulfilling the Promise	
Fulfilling the Promise Progress Report, October 2004	♦
2007 Budget Justifications Operational Plan, Jan 2006	♦
FWS Policy List, Service Manual Chapters, Series 600, Land Use and Mgmt Series, updated Sept 2006 (web link – contains all policies)	♦
List of Refuge Staff/Directory	♦
Refuge Managers' Address List, July 2006	♦
Complete data set for RAPP	
List of Refuge Grants (received and disbursed)	
WAGS – Work Activity Guidance (regions 4 and 6?) – do they exist?	
What is FIS (Fisheries Information System), FONS (Fisheries Operations) equivalent in Refuges?	
List of Partners/Grantees?	
RAPP Workbook, revised Sept 2006	♦
RAPP Workbook, August 2005	♦
Exec Order 12996, March 1996 (what is the topic?)	♦
FWS Briefing Statement, Sept 11, 2006 (what is the topic?)	♦
FWS Briefing Statement, Sept 14, 2006 (what is the topic?)	♦
Friends and Volunteers FY 2005 Annual Report, July 2006	♦
Habitat and Wildlife	
Beyond the Boundaries, State of the System, 2005 Focus, the National Wildlife Refuge Association, 2005	♦
Silent Invasion, A Call to Action, National Wildlife Refuge Association, October 2002	♦
Shortchanging America's Wildlife, CARE, no publication date	♦
Visitor Services/Recreation	
NWR Visitation Profile Data	
Visitor Satisfaction Survey, 2002 and 2004	♦

Documents/Information	Received
Banking on Nature: 2004, the Economic Benefits to Local Communities of National Wildlife Visitation, FWS, September 2005	♦
RECREATION FEES, Demonstration Program Successful in Raising Revenues but Could Be Improved, GAO, February 1999	♦
Real Estate/Refuge Expansion	
List of land acquisitions from Migratory Bird Treaty Act/Fund (MBTA), NOWCA – North American Wetlands Conservation Act (from North American Waterfowl Management Plan)	
Annual Report of Lands Under Control of the US FWS, Sept 2005	♦
Wilderness	
Wilderness Act, Sept 1964	♦
Interagency Wilderness Strategic Plan, 1995	♦
Measuring Attributes of Wilderness Character, Reader's Digest Version, Draft, August 2006	♦
Ensuring the Stewardship of the National Wilderness Preservation System, Pinchot Institute for Conservation, Sept 2001	♦
DOI, FWS Wilderness Stewardship Training, April 2003	♦
CRS Report for Congress, Wilderness Overview an Statistics, December 1994	♦
US FWS Refuge Manual, Wilderness Area Mgmt, May 1986	♦
Department of the Interior Strategic Plan/ABC Wilderness, April 2003	♦
Interagency Minimum Administrative Standards for Wilderness Area Stewardship, March 2004	♦
Interagency Foundation for the Excellence in Wilderness Stewardship, 1995	♦
Fire Management	
NWRS Branch of Fire Management contact list, 2006	♦
Comprehensive Conservation Plans	
CCP Policy	♦
CCP Process	♦
EA-CCP Recommended Outline	♦
Mandates to Consider – CCP	♦
Refuge Planning Overview Policy - CCP	♦
Refuge Recommended CCP Outline	♦
Required CCP Elements	♦
Infrastructure and Maintenance	
GAO Audit on Infrastructure Program	
Service Asset and Maintenance Management System (SAMMS) - Business Rules, Department of Interior, August 2005	♦
FWS Asset Management Plan, Department of Interior, June 2006	♦

Documents/Information	Received
Law Enforcement	
Protecting the National Wildlife Refuge System, Law Enforcement Requirements for the 21st Century, International Association of Chiefs of Police, December 2000	♦
Miscellaneous	
Programmatic Evaluation of the FWS Fisheries Program, Sport Fishing and Boating Partnership Council	♦
The Federal Duck Stamp Program (pdf of website)	♦
Thoughts on Independent Review (by Ken Grannemann Sept 2006)	♦
OMB PART Guidance for Completing 2006 PARTs, March 2006	♦
What Constitutes Strong Evidence of a Program's Effectiveness, OMB, Part Guidance, 2004	♦
Database efforts related to NWRS performance measures	♦
Accountability Report, National Wildlife Refuge System, Cooperative Alliance for Refuge Enhancement, FY 2003	
GAO- FWR Improvement Needed in the Management and Oversight of Oil and Gas activities, October 2003	♦
OMB PART Review of FWS- NWRS, 2003	♦

This is an initial working list that will be expanded as the evaluation proceeds.

Illustrative List of Site Visits

Candidate Refuges for Site Visits

Region	Refuge	Acres	Annual Visitors	Regional Office	Visitor's center	CCP	Complex of Refuges	WMD	Wilderness	Migratory Birds	Endangered Species	Close to Urban Area	Friends Group	Habitat	Comments
1	Lower Klamath basin (Klamath Basin NWR Complex)	50,092		X	X		X			X	X			Wetlands (56%); crop lands (28); Uplands (16)	Nation's first waterfowl refuge; heavily managed w/ complex & contentious water issues; complex of refuges, which includes Bear Valley and others; a large fire program; inter-jurisdictional fish issues
	Oregon Islands (Oregon Coast NWR Complex)	320 miles of coast					X			X	X		X	Coastal; salt marsh, brackish marsh, riparian wetlands and wooded uplands	Rich bird breeding area - 1.2 million nesting seabirds; interesting marine resource issues; potential future wilderness; includes hunting; has marine mammals
2	Cabeza Prieta NWR, AZ	860,010	1,500						X		X			Desert, mountains	Recovery of Big Horn Sheep and Sonoran bats; 56 mile border with Mexico; water provision/infrastructure in wilderness areas; AZ largest wilderness area
	Imperial NWR, AZ	25,768			X		X		X	X	X	X		Desert, wetlands, backwater lakes	Managed with BLM, ES - southwestern willow flycatcher; 2 hrs to Phoenix

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Region	Refuge	Acres	Annual Visitors	Regional Office	Visitor's center	CCP	Complex of Refuges	WMD	Wilderness	Migratory Birds	Endangered Species	Close to Urban Area	Friends Group	Habitat	Comments
3	Minnesota Valley, MN	14,000	300,000	X	X	X	X	X		X		X	X	Riverine wetlands, fens, seeps, floodplain forests, oak savannas, forest, and native grasslands.	8 units span 34 miles of river; the Refuge manages over 2,700 acres of land in its thirteen county Wetland Management District as waterfowl production areas (WPAs). Year-round EE education program linked to schools.
	Litchfield WMD	33,000	100,000				X		X		X				Northern mixed forest, eastern hardwood forest, oak savanna, and northern tall grass prairie habitats	8,000 acres of wetlands easements on private land; substantial wetlands rehabilitation, including on private lands through partners Program; 500 easements; 151 waterfowl production areas; landscape dotted w/ prairie potholes (90 minutes from Minneapolis)
4	Okefenokee	396,000	400,000	X	X	X	X			X		X		X	Swamp, islands, lakes; upland forest (longleaf pine); cypress forest	356,000 acres wilderness; lots of visitation – well-developed visitor services program; lots of fishing/recreation; exemplary fire management program – also manage Banks Lake NWR (20,000 visitors/year); wood storks & red cockaded woodpeckers; hunting
	Eufaula	11,114	325,000							X	X				Open water, wetlands, agricultural fields, timberland	Smaller stand-alone refuge with a dedicated manager – typical of many refuges; has land in two states; overlay on Corps of Engineers impoundment (also lots of overlays in system); ES = wood stork; no visitor center; 21

Region	Refuge	Acres	Annual Visitors	Regional Office	Visitor's center	CCP	Complex of Refuges	WMD	Wilderness	Migratory Birds	Endangered Species	Close to Urban Area	Friends Group	Habitat	Comments
															easements; 6 staff
5	Rachel Carson, ME	5,293 (along 50 miles of coast)	250,000+	X		X				X	X	X	X	55% uplands & 35% tidal: Salt march/estuary, dunes, shrubland, uplands, freshwater	Coastal refuge; possibly interesting well-developed visitor services; piping plover & least tern habitat; plans to build a visitor center to accommodate 300,000 visitors/yr
	Parker River, MA (Silvio Conte) - ?	4,662								X				Coastal, barrier islands, upland, dunes, marsh	Typical of a NE refuge -- small with high visitation; semi-coastal refuge
6	Rocky Mountain Arsenal, CO	17,000		X	X		X					X	X	Prairie	Large environmental education program; high plains and short grass prairie; contains archeological resources/sites
	Charles M Russel	1,100,000	20,000+				X	X	X	X	X			Parries, forests, badlands	The Refuge complex also contains Hailstone, Halfbreed, Lake Mason, and War Horse NWRs. Black-footed ferret introduction & pallid sturgeon; 3 staffed field stations; includes waterfowl production areas (Note: there are 5 WMDs in Montana)

Region	Refuge	Acres	Annual Visitors	Regional Office	Visitor's center	CCP	Complex of Refuges	WMD	Wilderness	Migratory Birds	Endangered Species	Close to Urban Area	Friends Group	Habitat	Comments
7	Kenai	2,000,000	500,000+	X	X				X					Includes every major Alaskan habitat type	1.35 million acres of wilderness; Species include moose, bear, mountain goats, Dall Sheep, wolves and other furbearers, salmonoids and other fish, waterfowl and other migratory and nonmigratory birds; treaty obligations with respect to fish and wildlife; operates camping & tourist cabins
	Alaska Maritime	4,900,000			X				X		X			Shore, islands, islets, spires, rocks, reefs, waters and headlands	Complex logistics and islands to manage, extremely large refuge - more than 2,000 islands; 40 million seabirds (80% of AK nesting seabird population); operate a research ship; ES = sea otters

Note: Need to add Refuges created specifically to manage endangered species.

Candidates:
Buenos Aires, AZ
Sandiego NWR, or Seal Beach   (possibility to visit through opportunistic travel)
Massasoit NWR
Bear Valley NWR
James River or Mason Neck NWRs

Proposed Survey of State Fish & Game Agencies: Summary Description

Purpose: To collect data from each state fish and game agency regarding the nature and characteristics of their relationship with NWRS. State fish and game agencies are key counterparts of NWRS and are well-positioned to provide input concerning (a) the effectiveness of NWRS programs, (b) the key factors that influence program effectiveness and (c) the nature, quality and utility of NWRS-state collaboration.

Survey Population: Directors (or their designee) of each of the state fish and game agencies.

Sampling Approach: The survey will be administered to the directors of each state fish and game agency. Directors will have the option of identifying designees to serve as respondents. The aim of the survey is to gather data from/about each state fish and game agency, i.e., the entire target population will be surveyed and thus it will not be necessary to draw a sample.

Survey Method: The survey will be self-administered and web-based. Respondents will complete survey questionnaires on line. Once a completed questionnaire is submitted, response data will automatically populate an existing data file. This method allows for efficient administration of the survey instrument and greatly facilitates the management and eventual analysis of the survey data.

Schedule: The survey will be "open" (i.e., online and available for completion) for a two week period. Dependent upon OMB approval, two timeframe options are currently under consideration for the survey: (a) the weeks of December 4 and 11, or (b) the weeks of January 8 and 15.

Topic Areas: The survey will address several topic areas that, in turn, are intended to inform key evaluation questions. Both open-ended and close-ended questions will be used for the questionnaire. The topics that will be covered by the survey questionnaire will include:

- Simple demographics: state, basic information on size, structure and field presence.
- Coordination and collaboration with NWRS: listing and description of major areas and aspects of collaboration between NWRS and the respective state agency; quality of partnership; utility of partnership.
- Constraints to and opportunities for improved collaboration: reviewing key factors affecting interaction between NWRS and respective state agency.
Effectiveness of NWRS programs: judgment of overall NWRS effectiveness (per principle Strategic Outcome Goals) and, more specifically, judgment of NWRS

effectiveness in program areas of shared interest and/or substantial coordination.

Proposed Survey of NWRS Local Partners – Summary Description

Purpose: To collect data from a representative sample of local organizations that collaborate and/or interact with individual refuges. Local partner groups offer particularly informed viewpoints with regard to (a) relationships between refuges and local communities; (b) the range, scope and "felt value" of visitor services offered at refuges; (c) the integration (or lack thereof) of local and refuge-based programs; and (d) the effectiveness of specific refuge programs and overall refuge conservation strategy and efforts.
Survey Population: The survey population is framed in institutional terms, i.e., all local non-governmental organizations that collaborate in some fashion with NWRS Refuges (e.g., volunteer groups, local conservation organizations, schools, etc.). For the purposes of this survey, local organizations are defined as those organizations that work directly with individual refuges and do not interact with NWRS at a national or system-wide level.
Sampling Approach: The sampling frame will be assembled using three inputs: (a) the list of all volunteer "Friends Groups" (updated list to be provided by NWRA); (b) a compiled list of grant recipients (grants awarded by individual refuges); and (c) a compiled list of active local partner groups (refuge managers will provide a list of active local partner groups for their respective refuges). A simple random sample will be drawn from the sampling frame and will allow for the generalization of findings from the sample to the general target population (a stratified random sample is still under consideration).   The sample size will be determined based on characteristics of the target population and acceptable levels of sampling error. The survey will be administered to one individual - the director or his/her designee – from each organization selected for the sample.
Survey Method: The survey will be self-administered and web-based. Respondents will complete survey questionnaires on line. Once a completed questionnaire is submitted, response data will automatically populate an existing data file. This method allows for efficient administration of the survey instrument and greatly facilitates the management and eventual analysis of the survey data.
Schedule: The survey will be "open" (i.e., online and available for completion) for a two week period. Dependent upon OMB approval, two timeframe options are currently under consideration for the survey: (a) the weeks of December 4 and 11, or (b) the weeks of January 8 and 15.
Topic Areas: The survey will address several topic areas that, in turn, are intended to

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inform key evaluation questions. Both open-ended and close-ended questions will be used for the questionnaire. The topics that will be covered by the survey questionnaire will include:

- Simple demographics: location, size (staff and/or membership) and structure, principle programs and/or services.
- Coordination and collaboration with Refuge: listing and description of major areas and aspects of collaboration between local partner group and the relevant refuge; quality of partnership; utility of partnership.
- Outreach and communication with local communities: types and examples of outreach and communication efforts; quality of outreach and communication products, events, and programs.
- Visitor services: enumeration of refuge services that local partner group supports and/or uses; quality and "felt value" of specific visitor services.
- Constraints to and opportunities for improved collaboration: reviewing key factors affecting interaction between refuge and the respective local partner organization.
- Effectiveness of refuge programs: judgment of overall refuge effectiveness (per principle Strategic Outcome Goals) and, more specifically, judgment of refuge effectiveness in program areas of shared interest and/or substantial coordination.

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ANNEX C

LIST OF INDIVIDUALS INTERVIEWED

I. FWS Region 9 & National-level NGO Interviews

FWS: Refuge Staff - Washington (Region 9)

Alvarez, Eric, Chief, Division of Realty

Byler, Dirck; Acting Branch Chief, Wildlife and Habitat, Division of Natural Resources, FWS/NWRS

Chase, Mark, Chief, Division of Law Enforcement

Cotter, Donita; Wilderness Program Specialist, FWS/NWRS

Grannemann, Ken; Director of IT and Maintenance, FWS/NWRS

Haskett, Geoff; Director, FWS/NWRS

Kilcullin, Kevin; Visitor Services (Acting Chief)

Kurth, Jim; Deputy Chief, NWRS

McManus, Brian; Deputy Chief Branch of Fire Management, FWS/NWRS

Needham, Trevor, Community, Partnerships, Friends Coordinator, FWS/NWRS

Nudel, Martha; Chief, Branch of Communications, NWRS

Roeper, Nancy; Wilderness Program Specialist, FWS/NWRS

Schultz, Rick; Director of Planning, FWS/NWRS

Wetzel, Fred; National Fire Program Advisor, National Fire Plan, FWS/NWRS

Williams, Larry, Budget Officer, FWS/NWRS

FWS: Non-Refuge Staff - Washington (Region 9)

Ashe, Dan, Science Advisor

Hall, Dale, Director, US FWS

Parker, Mamie Director, Fisheries, FWS/NWRS

Schmidt, Paul; Director, Migratory Bird Program

Federal Partners

Haseltine, Sue; Associate Director for Biology, US Geological Survey

Scarlett, Lynn, Deputy Secretary of the Department of the Interior

NGO Partners

Bean, Michael; Environmental Defense

Catherwood, Leslie; Associate Director, the Wilderness Society

Cassidy, Tom; Director of Government Affairs, The Nature Conservancy

Clark, Jamie Rappaport; Executive Vice President, Defenders of Wildlife

Dennis, Mike; Vice President Conservation, The Nature Conservancy

Higgins, Jeremy; National Coordinator, UWSP National Wildlife Refuge Project

Hirsche, Evan; President, National Wildlife Refuge Association

Hogan, Matt; Executive Director, Association of Fish and Wildlife Agencies

Kania, Gary; Congressional Sportsmen's Foundation

Kelsch, Tom; Dir. Of Conservation Programs, National Fish and Wildlife Foundation

Matson, Noah; Defenders of Wildlife, Director, Federal Lands program

Oaks, Mary Beth; Director of Refuge Programs, The Wilderness Society

Sadler, Tom; Director, Program Development, Trust for Public Land - National Programs

Taylor, Gary; Legislative Director, Association of Fish and Wildlife Agencies

Wentz, Alan; Director of Conservation, Ducks Unlimited

Williams, Steve; Director, Wildlife Management Institute

Woodbridge, Michael; Director, Government Affairs, NWRA & Cooperative Alliance for Refuge Enhancement

II. Field Interviews (Organized by Site)

Region 1: Pacific Region, Portland, Oregon

FWS Regional Office, Oregon

Bohan, Carolyn; ARD-Refuges,
Houghten, Chuck; Chief, Division of Planning
Lohoefener, Ren; Regional Director
Waters, Linda; Assistant Refuge Supervisor

FWS Regional Partners

Anglin, Ronald; Wildlife Division Administrator, Oregon Department of Fish and Wildlife
Kunkel, Clarie; Deputy Director, Oregon Department of Fish and Wildlife
Michael, Holly; Conservation Strategy Leader, Oregon Department of Fish and Wildlife

Oregon Islands National Wildlife Refuge Complex – Refuge Staff

Chuck, Rebecca; Deputy Director, Oregon Islands NWR Complex
Grafe, Dawn; Supervisory Park Ranger, Oregon Islands NWR Complex
Ledig, David; Refuge Manager, South Coast Office, Oregon Islands NWR Complex
Lowe, Roy; Refuge Manager, Oregon Islands NWR Complex

Willamette Valley National Wildlife Refuge Complex – Refuge Staff

Beall, Jock; Supervisory Biologist, Willamette Valley NWR Complex
Houk, Jim; Deputy, Willamette Valley NWR Complex
Jimenez, Chantel; Visitor Services Manger, Willamette Valley NWR Complex
Smith, Steve; Private Lands Biologist/Partners Program, Willamette Valley NWR Complex
Spencer, Doug; Refuge Manager, Willamette Valley NWR Complex

CNO Region: California and Nevada Operations, Sacramento, California

FWS Regional Office, Sacramento, CA

Engbring, John; Assistant Manger, Water and Fisheries, CNO Office
Fris, Mike; Deputy, Endangered Species Program, CNO Office
Kohlar, Marge; Assistant Manager, Refuges, CNO Office
McCabe, Thomas; Assistant Manager, Conservation Partners Program, CNO Office
McDermond, Ken; Deputy Manager, CNO Office
Pelz, Ken; Refuge Planning Office, CNO Office

Don Edwards/San Francisco Bay Complex National Wildlife Refuge– Refuge Staff

Buffa, Joelle; Biologist, Don Edwards/San Francisco Bay Complex
Morris, Clyde; Refuge Manager, Don Edwards/San Francisco Bay Complex
Stewart, Mendell; Complex Project Leader, Don Edwards/San Francisco Bay Complex
Tanner, Carla; Chief of Visitor Services, Don Edwards/San Francisco Bay Complex

Sacramento River Complex National Wildlife Refuge– Refuge Staff

Sacramento/Sacramento River Complex National Wildlife Refuge– Refuge Staff
Dachner, Denise; Outdoor Recreation Planner, Sacramento/Sacramento River Complex
Forester, Kevin; Refuge Manager, Sacramento/Sacramento River Complex
Groom, Cheryl; Park Ranger, Visitor Services, Sacramento/Sacramento River Complex
Isola, Craig; Assistant Refuge Manager/Private Lands, Sacramento/Sacramento River Complex
Mensik, Greg; Deputy Refuge Manager, Sacramento/Sacramento River Complex
Moroney, Kelly; Assistant Refuge Manager, Sacramento/Sacramento River Complex

Sacramento/Sacramento River Complex National Wildlife Refuge– Partners

Werner, Gregg; Program Director – Sacramento River, the Nature Conservancy

Region 2: Southwest Region, Albuquerque, NM

FWS Regional Office, Albuquerque, NM

Archibeck, Erin, Refuge Supervisor, Texas and Oklahoma
Pease, Chris, ARD-Refuges

Buenos Aires National Wildlife Refuge – Refuge Staff

Cohan, Dan; Biologist, Buenos Aires NWR
Ellis, Mitch; Refuge Manager, Buenos Aires NWR
Gall, Sally; Deputy Refuge Manager, Buenos Aires NWR
Hirales, Anna; Administrative Officer, Buenos Aires NWR
Hunnicutt, Mary; Biologist, Buenos Aires NWR
Swarbrick, Bonnie; ORP, Buenos Aires NWR
Todd, Kyle; Supervisor, Law Enforcement, Buenos Aires NWR

Cabeza Prieta National Wildlife Refuge – Refuge Staff

Bissell, Margot; Public Use Specialist, Cabeza Prieta NWR
Coffeen, Mike; Biologist, Cabeza Prieta NWR
DiRosa, Roger; Refuge Manager, Cabeza Prieta NWR
McCasland, Curt; Deputy Refuge Manager, Cabeza Prieta NWR

Region 3: Great Lakes/Big Rivers Region, Minneapolis, MN

FWS Regional Office, Ft. Snelling, Minnesota

Brown, Greg; Chief, Private Lands (Partners program)
Fuller, Nita; Refuge Chief
Kauffeld, Jon; Regional Refuge Supervisor – Area 2
Larson, Tom; Chief, Conservation Planning
Leach, Jim; Regional Refuge Supervisor – Area 1
Lewis, Lynn; DARD, Ecological Services
Schuldt, Rick; DARD, Fisheries
Sobieck, Dan; Partnerships Coordinator, NWRS
Thorson, Robyn; Regional Director
Wilds, Steve; Chief, Division of Migratory Birds
Worthington, Tom; Deputy Chief

FWS Regional Partners

Heiniger, Ryan P.; Director of Conservation Programs, Minn. and Iowa, Ducks Unlimited
Horner, Gabrielle; Director Government Relations, The Nature Conservancy
Schad, Dave; Director, Minnesota Division of Fish and Wildlife
Waage, Donn; Director, National Fish and Wildlife Foundation
Young, Rick; V.P. of Field Operations, Pheasants Forever

Fergus Falls Wetland Management District – Refuge Staff

Brennan, Kevin; Station Chief/Project Leader
Garrahan, Kenneth; Supervisory Park Ranger
Johnson, Rex; Habet Project (MB Program)
Piehl, Jim; Biologist
Raitz, Chad; Refuge Operations Specialist
Salvevold, Stacy; Wildlife Refuge Specialist
Wells, Doug; Biologist

Fergus Falls Wetland Management District – Partners

Monke, Dean; Principle of Fergus Falls Middle School
Kamrowski, Louie; Pheasants Forever
Lepp, Jeff; USDA/NRCS
Carolyn, Rud; Board Member, Fergus Falls WMD Friends Group
Schneider, Jon; Manager, Minnesota Conservation Programs, Ducks Unlimited

Minnesota Valley National Wildlife Refuge – Refuge Staff

Groom, Cheryl; Park Ranger, Visitor Services
Kerr, Tom; Deputy Refuge Manager
Martinkovic, Patricia; Refuge Manager
Schreiner, Terry; Wildlife Refuge Specialist

Minnesota Valley National Wildlife Refuge – Partners

Cleveland, Mark; Minnesota Dept of Natural Resources
Drudich, Jim; Gander Mountain (Sporting Goods)
Malling, Mike; Wildlife Biologist (Partners Program)
Piotrowski, Bob; Park Manager, Minn DNR, Ft. Snelling
Sutter, Steven; Friends of the Minnesota Valley & Richland Optimists

Region 4: Southeast Region, Atlanta, Georgia

FWS Regional Office, Atlanta, Georgia

Andrew, Jon; Chief, Southeast Region, FWS/Refuge Program
Arnold, Jack; Deputy Director, Ecological Services, FWS/Refuge Program
Huffines, Rick; Southeast Regional Chief, Refuge Law Enforcement
Ingram, Ricky; Refuge Supervisor, FWS/ Refuge Program
Viker, David; Chief, Southeast Region Migratory Birds, FWS/MB
Walsh, Noreen; Chief, Ecological Services, Southeast Region, FWS/ES

FWS Regional Partners

Voyles, Larry; Regional Supervisor, Arizona Game and Fish Department

Okefenokee National Wildlife Refuge – Refuge Staff

Aicher, Sara; Lead Refuge Biologist
Bedford, Maury; Deputy Regional Manager
Burkhart, Jim; Visitor Services, Chief
Chesser, Rocky; Engineering Equipment Operator
Constantino, George; Refuge Manager
Gillette, Shawn; Deputy Visitor Services
Gooch, Gracie; Volunteer Coordinator

Okefenokee National Wildlife Refuge – Partners

Campbell, Chip; President, Okefenokee Adventures
Crow, Mark; District Manager, Florida Forestry
Langdale, Wesley; Langdale Company
Rosado, Tonya; Kingsland Convention and Visitors Bureau
Sandow, Patti; President, Okefenokee Wildlife League (Friends Group)
Stone, Andy; Superior Pine Company
Yeager, Joe; Superintendent, Stephen Foster State Park,

Eufaula National Wildlife Refuge – Refuge Staff

Faulk, Monica; Administrative Assistant
Hubbard, Milton; Refuge Biologist
Johnson, Richard; Engineering Equipment Operator
Littrel, Troy; Refuge Manager
Moss, Danny; Assistant Refuge Manager

Eufaula National Wildlife Refuge – Partners

Cole, Chris; Director of Conservation Programs (AL, MS, & TN), Ducks Unlimited
Fletcher, Dan; Manager, W.C. Bradley Co., (Adjoining landowner & Refuge Partner)
Gray, Bill; Supervising Biologist, Alabama Div of Wildlife and Freshwater Fisheries
Houston, Billy; Executive Director, Tri Rivers Waterway Development Association
Smallwood, Bill; Operations Manager, US Army Corps of Engineers, Lake Walter F. George

Region 5: Northeast Region Hadley, Massachusetts

FWS Regional Office

Marvin Moriarty, Regional Director, Northeast Region, FWS
Richard Bennett, Deputy Regional Director, Northeast Region, FWS
Steve Funderburk, Chief, Division of Conservation Planning and Policy
Diane Pence, Region Chief, Division of Migratory Birds

Anthony Léger, Regional Chief, NWRS
Walt Quist, Realty Officer
Janet Kennedy , Refuge Supervisor
John Stasko, Refuge Supervisor
Kevin Ortyl, Facility Manager
Jeff Momet, Budget Office Chief
John Sauer, Refuge Roads Coordinator

Silvio E. Conte NWR

Andrew French, Refuge Manager
Beth Goettel, Deputy Refuge Manager
Barry Parrish, Refuge Manager [particular holdings within Silvio]
Keith Weaver, Refuge Manager, Nulhegan Basin Division [particular holding]
Rick Jorgensen, Assistant Refuge Manager, Nulhegan Basin Division

Silvio E. Conte NWR - Partners

Clarke Atwell, President, Friends of Nulhegan Basin
Steve Weber, Wildlife Division Director, NH Fish and Game Department
Chelsea Gwythar, CT River Watershed Council
Alicia Zoeller, Director, Mount Holyoke Conservation Association
Chris Davis, Independent Contractor

Parker River NWR

Graham Taylor, Refuge Manager
Frank Dravszewski, Deputy Refuge Manager
Nancy Pau, Biologist
Kate Toniolo, Supervisory Park Ranger (VS)
Chris Husgen, Law Enforcement Officer
Gary Burke, Engineer Equipment Operator (Maintenance)

Parker River NWR - Partners

Mike Magnifico, Manager, Salisbury Beach State Park, MA Department of Conservation and Recreation
Craig Ferris, Regional Biologist, Ducks Unlimited
Max Schenk, Board Member, Friends of Parker River
Bill Gette, Director, MA Audubon – Joppa Flats Center

Blackwater National Wildlife Refuge – Refuge Staff

Briggs, Maggie; Visitor Services Manger, Blackwater NWR
McGowen, Larry; Acting Refuge Manager, Blackwater NWR
Stone, Roger; GIS Biologist, Blackwater NWR
Webster, Richard; Maintenance Crew Leader,

Blackwater National Wildlife Refuge – Partners

O'Connor, Marty; President, Friends of Blackwater NWR

Potomac River Complex National Wildlife Refuge – Partners

Weiler, Greg; Refuge Manager, Potomac River Complex NWR
Hoskie, Daffny; Deputy Refuge Manager, Potomac River Complex NWR
Boska, Steve; Maintenance, Potomac River Complex NWR

Potomac River Complex National Wildlife Refuge – Partners

Lowry, Jess; Park Manger, Virginia Department of Conservation and Recreation
Patterson, Joan; Director, Friends of Potomac River Complex NWR

Region 6: Mountain Prairie Region, Denver, Colorado

FWS Regional Office, Denver, Colorado

Coleman, Rick; ARD, Refuges
Slack, Jay; Deputy Regional Director

FWS Regional Partners

Garrity, Sean; President, American Prairie Foundation

Rocky Mountain Arsenal National Wildlife Refuge – Refuge Staff

Rundell, Dean Refuge Manager
Hastings, Bruce; Deputy Refuge Manager
Wright, Terry; Rangeland Management Specialist, Habitat Section
James, Sherry; Supervising Park Ranger

Charles M. Russell National Wildlife Refuge – Lewistown, Montana

Berg, Bill; Deputy Refuge Manger
Crawford, Barron; Refuge Manger
Matchett, Randy; Refuge Biologist

Charles M. Russell National Wildlife Refuge - Sand Creek Station

Derosier, Matthew; Sand Creek Station
Goeb, Deborah; LE, Sand Creek Station

Region 7: Alaska Region, Anchorage, Alaska

FWS Regional Office, Alaska

Alcorn, Doug; Assistant Regional Director, Migratory Birds
Alexander, Susan; Budget and Information Management – Refuges
Anderson, Brian; Visitor Services (and Fire & Wilderness)
Boylan, Mike; Refuge Supervisor
McDonnell, Tracey; Refuge Supervisor
Clough, Helen; Planning – Refuges
Raften, Bill; Zone Officer, Office of Refuge Law Enforcement
Logan, Todd; Regional Chief – Refuges
Melius, Thomas, Regional Director

FWS Regional Partners

Gibbert, Sally; State of Alaska
Hagenstein, Randy; The Nature Conservancy, Director
Williams, Margaret; World Wildlife Fund
Whittington-Evans, Nicole; Wilderness Society, Associate Regional Director, Alaska

Kenai National Wildlife Refuge – Refuge Staff

Ables, Pam; Administrative Division Chief
Caldes, Claire; Oil and Gas Industry Specialist
Hall, Jim; Deputy Refuge Manager
McGahan, Karen; Fire Program Technician
Morton, John; Biological Services

Tovar, Art; Facilities Management Division Supervisor
Ward, Candace; Park Ranger
Kent, Bill, Visitor Services Division Chief

Kenai National Wildlife Refuge – Partners

Baldwin, Bob; President, Friends of the Kenai National Wildlife Refuge
Palmer, Doug; Fisheries Biologist, FWS Fisheries, Kenai
Peterson, Jim; Alaska Division of Forestry
Selinger, Jeff; Area Biologist, Alaska Dept. of Fish and Game
Sonnevil, Gary; Project leader, FWS Fisheries, Kenai

Alaska Maritime National Wildlife Refuge – Refuge Staff

Aplin, Marianne; Visitor Services and Communications
Benson, Poppy; Visitor Services and Communications
Byrd, Vernon; Biological Services
Siekaniec, Greg; Refuge Manager
Schulmeister, Bob; Maintenance
Sundseth, Kent; Wildlife Refuge Specialist

Alaska Maritime National Wildlife Refuge – Partners

Martin, John; National Wildlife Refuge Association
Raskin, David; President, Friends of Alaska National Wildlife Refuges
Thompson, Terry; State of Alaska – Kachemak Bay Research Reserve

Other Partners & Knowledgeable Experts

House Appropriations Committee

Beaumont, Loretta; Staff Assistant, House Appropriations Committee
Knaedle, Greg; Staff Assistant, House Appropriations Committee
Stephens, Michael; Staff Director, House Appropriations Committee
Weatherly, Deborah, Minority Staff Director, House Appropriations Committee

ANNEX D

BIBLIOGRAPHY

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Blue Goose Alliance. (September 27, 2006). Letter to Secretary of the Interior Dirk Kempthorne.

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Canongia, Claudia. (October 19, 2006). Synergy between Competitive Intelligence (CI), Knowledge Management (KM) and Technological Foresight (TF) as a strategic model of prospecting — The use of biotechnology in the development of drugs against breast cancer. *Biotechnology Advances*, *25*, 57–74.

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Cooperative Alliance for Refuge Enhancement. (2005). *National Wildlife Refuge System accountability report: Fiscal year 2003.* Washington, DC.

Cooperative Alliance for Refuge Enhancement. (March 2007). *America's treasured wildlife refuges on the brink.* Washington, DC.

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ANNEX E

REFUGE MANAGERS SURVEY

NWRS Evaluation – Refuge Manager's Survey
Responses to Closed-end Questions

1. How long have you worked for the National Wildlife Refuge System?		Response Percent	Response Count
0-5 years		3.2%	10
5-10 years		14.7%	46
10+ years		**82.1%**	256
	answered question		**312**
	skipped question		**0**

2. In which region do you currently work?		Response Percent	Response Count
1 - Pacific Region		12.5%	39
CNO - California and Nevada Operations		8.3%	26
2 - Southwest Region		12.2%	38
3 - Great Lakes - Big Rivers Region		11.9%	37
4 - Southeast Region		16.7%	52
5 - Northeast Region		15.7%	49
6 - Mountain Prairie Region		**17.3%**	54
7 - Alaska Region		5.4%	17
	answered question		**312**
	skipped question		**0**

3. How many refuges do you directly oversee?		Response Percent	Response Count
1		42.4%	132
2		20.6%	64
3		10.0%	31
4		7.1%	22
5		5.8%	18
6		4.5%	14
7		2.3%	7
8 or more		7.4%	23
	answered question		311
	skipped question		1

4. Do you manage an individual refuge or a complex?		Response Percent	Response Count
Individual refuge		50.8%	158
Complex		49.2%	153
	answered question		311
	skipped question		1

5. What is the principal purpose for which your refuge was established?		Response Percent	Response Count
Migratory Birds		**82.0%**	255
Federally Listed Threatened or Endangered Species		22.5%	70
Federal Trust Species (other than MB or T&E species)		9.3%	29
Other		17.7%	55
	answered question		311
	skipped question		1

6. How many full-time equivalent (FTE) staff are stationed in total at the refuge/s you manage? (Indicate all staff regardless of funding source anticipated in FY07.)		Response Percent	Response Count
7 or fewer		**43.1%**	134
8 to 15		32.2%	100
more than 15		24.8%	77
	answered question		311
	skipped question		1

7. If you have a habitat management plan, please indicate in which year it was written?			
		Response Percent	Response Count
We do not have a habitat management plan		53.5%	162
Before 1998		18.5%	56
1998		0.7%	2
1999		0.7%	2
2000		2.0%	6
2001		1.3%	4
2002		1.0%	3
2003		1.3%	4
2004		2.3%	7
2005		6.3%	19
2006		9.2%	28
2007		3.3%	10
	answered question		303
	skipped question		9

8. How would you characterize the biological monitoring and survey work that is taking place at your refuge?

		Response Percent	Response Count
1 - Insufficient		**34.7%**	105
2		30.0%	91
3 - Generally sufficient		24.4%	74
4		9.6%	29
5 - Fully sufficient		1.3%	4
	answered question		303
	skipped question		9

9. As compared to five years ago, how would you rate the level of survey and monitoring work currently being conducted on your refuge?

		Response Percent	Response Count
1 - Significantly less than five years ago		22.4%	68
2		18.5%	56
3 - About the same as five years ago		**33.0%**	100
4		14.5%	44
5 - Significantly more than five years ago		10.2%	31
Not sure -- and/or I have not been an employee for five years		1.3%	4
	answered question		303
	skipped question		9

	1 - Not Achieving	2	3	4	5 - Fully Achieving	Response Count
10. Indicate the extent to which you feel your field station is achieving the following long term goal of the Refuge System.						
Refuge Goal: Conserve, manage, and where appropriate, restore fish, wildlife, and plant resources and their habitats to fulfill refuge purposes, trust resource responsibilities and biological diversity/integrity.	3.6% (11)	31.0% (94)	**41.6% (126)**	20.1% (61)	3.6% (11)	303
	answered question					303
	skipped question					9

11. Please briefly explain your rating for the previous question.	Response Count
	265
answered question	265
skipped question	47

12. Do you have a completed (or nearly completed) CCP for any of the refuges you oversee?		Response Percent	Response Count
Yes		**64.0%**	194
No		36.0%	109
	answered question		303
	skipped question		9

13. What has been the impact of the CCP process in influencing or informing the following:							
	Not applicable	**1 - Low impact**	**2**	**3 - Medium**	**4**	**5 - High impact**	**Response Count**
In guiding the development of annual workplans and activities?	2.1% (4)	17.6% (34)	9.8% (19)	29.0% (56)	**30.1% (58)**	11.4% (22)	193
In establishing/setting conservation priorities?	1.0% (2)	13.0% (25)	7.3% (14)	23.8% (46)	**35.8% (69)**	19.2% (37)	193
In determining how you manage your refuge's habitat/conservation resources?	1.0% (2)	15.0% (29)	9.3% (18)	26.9% (52)	**31.1% (60)**	16.6% (32)	193
In determining/clarifying appropriate public uses of the refuge?	0.5% (1)	13.0% (25)	10.9% (21)	19.2% (37)	**34.2% (66)**	22.3% (43)	193
In improving relationships with the refuge's neighbors and stakeholders?	2.1% (4)	23.3% (45)	14.5% (28)	**31.1% (60)**	22.8% (44)	6.2% (12)	193
	answered question						193
	skipped question						119

14. To what degree is your current staffing and budget sufficient to implement the activities identified as priorities in your CCP?

		Response Percent	Response Count
1 - Insufficient to implement CCP priorities		**64.8%**	125
2		26.9%	52
3 - Generally sufficient to implement CCP priorities		7.8%	15
4		0.5%	1
5 - Fully sufficient to implement CCP priorities		0.0%	0
	answered question		193
	skipped question		119

15. How would you characterize the usefuless of your CCP (including the process required to develop it)?

		Response Percent	Response Count
1 - Not at all useful		4.7%	9
2		23.3%	45
3 - Useful		**42.0%**	81
4		20.2%	39
5 - Extremely useful		9.8%	19
	answered question		193
	skipped question		119

16. Please answer the following:							
	1 - Insufficient	2	3 - Generally sufficient	4	5 - Fully sufficient	N/A	Response Count
Water quantity and quality: Does your refuge have a sufficient quantity of water, which is of satisfactory quality, to meet the purposes of the refuge?	8.7% (26)	14.0% (42)	**29.1% (87)**	12.7% (38)	**29.1% (87)**	6.4% (19)	299
Acquired water rights: Have you secured water rights sufficient to achieve your refuge's purpose?	14.9% (44)	8.1% (24)	17.2% (51)	8.8% (26)	9.1% (27)	**41.9% (124)**	296
	answered question						300
	skipped question						12

17. In your judgment, to what extent does your field station have the ability to influence factors affecting water quality and quantity?			
		Response Percent	Response Count
Complete or Near-Complete Control		2.7%	8
Substantial Influence		18.1%	54
Limited Influence		**61.9%**	185
No Influence		17.4%	52
	answered question		299
	skipped question		13

18. Has your refuge conducted an assessment of potential areas for wilderness designation?

	Yes/No		
	Yes	**No**	**Response Count**
Please choose	49.3% (145)	**50.7% (149)**	294

	When was it completed?											
	We have not conducted an assessment	**Before 1999**	**1999**	**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**Response Count**
Please choose	8.5% (13)	**62.7% (96)**	1.3% (2)	3.3% (5)	1.3% (2)	1.3% (2)	2.0% (3)	3.3% (5)	5.9% (9)	7.8% (12)	2.6% (4)	153

answered question	**295**
skipped question	**17**

19. Do you have designated wilderness in your refuge?

		Response Percent	**Response Count**
Yes		22.3%	67
No		**77.7%**	234
	answered question		**301**
	skipped question		**11**

20. Does your refuge have a Wilderness Management Plan?

	Yes/No		
	Yes	**No**	**Response Count**
Please choose:	**55.6% (35)**	44.4% (28)	63

answered question	**63**
skipped question	**249**

21. If yes, in what year was your Wilderness Plan approved?		Response Percent	Response Count
We don't have a plan		26.7%	12
before 1998		**64.4%**	29
1998		0.0%	0
1999		0.0%	0
2000		2.2%	1
2001		0.0%	0
2002		0.0%	0
2003		0.0%	0
2004		0.0%	0
2005		0.0%	0
2006		4.4%	2
2007		2.2%	1
	answered question		45
	skipped question		267

22. Indicate if you have completed any of the following courses offered by the Carhart National Wilderness Training Center.			
	Yes	**No**	**Response Count**
The National Wilderness Stewardship course	**63.9% (39)**	36.1% (22)	61
A Regional Wilderness Stewardship course	37.9% (22)	**62.1% (36)**	58
Any other Carhart course	21.6% (11)	**78.4% (40)**	51
	answered question		66
	skipped question		246

23. How effective was the training you received from the Carhart Center in terms of providing you the skills you need to manage wilderness?			
		Response Percent	**Response Count**
1 - Not Effective		1.6%	1
2		0.0%	0
3 - Generally effective		19.0%	12
4		**41.3%**	26
5 - Fully Effective		15.9%	10
I Have Not Received Wilderness Training		22.2%	14
	answered question		63
	skipped question		249

24. Please respond to each of the following as it relates to your refuge:							
	1 - Insufficient	2	3 - Generally sufficient	4	5 - Fully sufficient	N/A	Response Count
The number of staff trained in fire management is	19.7% (59)	18.1% (54)	**31.4% (94)**	11.7% (35)	11.4% (34)	7.7% (23)	299
Our ability to use fire as a habitat management tool is	21.4% (64)	**24.7% (74)**	23.4% (70)	14.0% (42)	10.0% (30)	6.4% (19)	299
Our ability to respond to wildfires to protect life and property is	25.1% (75)	12.4% (37)	**33.4% (100)**	12.4% (37)	10.7% (32)	6.0% (18)	299
Our ability to partner with other federal agencies on fire management issues is	9.7% (29)	18.7% (56)	**29.4% (88)**	17.7% (53)	17.7% (53)	6.7% (20)	299
Our ability to partner with state and local agencies on fire management issues is	11.7% (35)	13.7% (41)	**32.8% (98)**	20.7% (62)	18.7% (56)	2.3% (7)	299
	answered question						299
	skipped question						13

25. In this box you may provide comments relating to the Fire Management Program.	
	Response Count
	155
answered question	155
skipped question	157

26. Does your refuge have the following and, if yes, indicate the level of sufficiency?							
	We do not have this product	1 - Insufficient	2	3 - Generally sufficient	4	5 - Fully Sufficient	Response Count
Signage to enable visitors to easily locate the refuge.	3.0% (9)	14.0% (42)	16.4% (49)	**35.5% (106)**	17.7% (53)	13.4% (40)	299
Brochures that include information explaining the refuge's purpose and its link to the NWRS.	4.0% (12)	8.7% (26)	11.4% (34)	**32.1% (96)**	24.7% (74)	19.1% (57)	299
Video/CD to explain the refuge's purpose and its link to the NWRS.	**52.2% (156)**	15.4% (46)	6.7% (20)	12.0% (36)	9.4% (28)	4.3% (13)	299
Website that is well-organized and up to date to orient and inform visitors about the refuge.	3.7% (11)	18.1% (54)	14.7% (44)	**31.4% (94)**	19.7% (59)	12.4% (37)	299
	answered question						299
	skipped question						13

27. How many visitors does your refuge receive per year?			
		Response Percent	**Response Count**
Less than 50,000		**42.8%**	127
50,000 - 100,000		22.2%	66
100,000 - 250,000		17.8%	53
250,000 and above		17.2%	51
	answered question		**297**
	skipped question		**15**

28. Does your refuge have a Public Use/Visitor Services plan?			
Yes/No			
	Yes	**No**	**Response Count**
Please choose	36.4% (108)	**63.6% (189)**	297
answered question			**297**
skipped question			**15**

29. If you have a Visitor Services Plan, in what year was it completed?			
		Response Percent	**Response Count**
We have no plan		**33.3%**	57
before 1998		29.8%	51
1998		4.1%	7
1999		4.7%	8
2000		4.7%	8
2001		1.8%	3

29. If you have a Visitor Services Plan, in what year was it completed?			
2002		4.1%	7
2003		2.3%	4
2004		3.5%	6
2005		3.5%	6
2006		3.5%	6
2007		4.7%	8
	answered question		**171**
	skipped question		**141**

30. Considering compatibility limits and the public use objectives defined by your CCP or management plans, are you able to meet public demand for the following services?

	1 - Unable to meet demand	2	3 - Generally meet demand	4	5 - Fully meet demand	We do not offer this service	Response Count
Hunting	5.7% (17)	8.1% (24)	**28.6% (85)**	20.5% (61)	27.3% (81)	9.8% (29)	297
Fishing	4.4% (13)	9.1% (27)	**31.3% (93)**	19.5% (58)	19.2% (57)	16.5% (49)	297
Environmental Education	24.6% (73)	**29.6% (88)**	24.9% (74)	11.1% (33)	7.4% (22)	2.4% (7)	297
Interpretation	20.2% (60)	27.9% (83)	**33.3% (99)**	10.4% (31)	7.4% (22)	0.7% (2)	297
Wildlife Observation	3.4% (10)	7.7% (23)	**39.1% (116)**	23.9% (71)	25.6% (76)	0.3% (1)	297
Nature Photography	3.4% (10)	10.1% (30)	**40.7% (121)**	25.3% (75)	19.9% (59)	0.7% (2)	297
	answered question						**297**
	skipped question						**15**

16

31. Whether from a Regional Office or from the Washington Office, to what extent is NWRS technical program support and guidance adequate to support the development and management of the following programs?

	1 - Inadequate	2	3 - Generally adequate	4	5 - Fully adequate	We do not require support	Response Count
Hunting and Fishing	11.4% (34)	13.1% (39)	**47.5% (141)**	10.1% (30)	7.7% (23)	10.1% (30)	297
Interpretation	18.2% (54)	20.9% (62)	**39.4% (117)**	13.8% (41)	4.4% (13)	3.4% (10)	297
Environmental Education	20.5% (61)	24.6% (73)	**35.7% (106)**	9.4% (28)	5.1% (15)	4.7% (14)	297
Photography/Wildlife Viewing	13.1% (39)	19.9% (59)	**44.4% (132)**	11.4% (34)	4.7% (14)	6.4% (19)	297
	answered question						297
	skipped question						15

32. Indicate the extent to which you feel your field station is achieving the following long term goal of the Refuge System.

	Not Achieving 1	2	3	4	Fully Achieving 5	Rating Average	Response Count
Refuge Goal: Provide quality wildlife-dependent recreation and education opportunities, including, wildlife observation, hunting, fishing, nature photography, interpretation and environmental education.	5.7% (17)	21.9% (65)	**40.1% (119)**	28.3% (84)	4.0% (12)	3.03	297
	answered question						297
	skipped question						15

33. Please briefly explain your rating for the previous question.	
	Response Count
	223
answered question	223
skipped question	89

34. Approximately what percent of habitat management activity was conducted by, or funded by, partners and volunteers?						
percent:						
	0-20	**20-40**	**40-60**	**60-80**	**80-100**	**Response Count**
Over the Past Year	**67.6% (196)**	17.6% (51)	7.2% (21)	6.2% (18)	1.4% (4)	290
Five Years Ago	**72.9% (204)**	14.3% (40)	6.8% (19)	4.6% (13)	1.4% (4)	280
answered question						290
skipped question						22

35. Approximately what percent of public use activity was conducted by, or funded by, partners and volunteers?						
percent:						
	0-20	**20-40**	**40-60**	**60-80**	**80-100**	**Response Count**
Over the Past Year	**54.9% (161)**	24.2% (71)	9.2% (27)	9.2% (27)	2.4% (7)	293
Five Years Ago	**63.6% (180)**	17.0% (48)	9.2% (26)	7.1% (20)	3.2% (9)	283
answered question						293
skipped question						19

36. To what degree do you agree or disagree with the following statements on the involvement of volunteers and partners at your refuge?"							
	1 - Strongly disagree	2	3 - Generally agree	4	5 - Strongly agree	N/A	Response Count
The contributions of volunteers and partners are essential to our ability to accomplish our mission	3.4% (10)	10.4% (31)	19.5% (58)	13.1% (39)	**52.2% (155)**	1.3% (4)	297
We have an adequate number of staff to manage volunteer and partner programs.	**45.8% (136)**	34.0% (101)	14.5% (43)	4.0% (12)	1.3% (4)	0.3% (1)	297
The volunteers and partners that work with us have skills that match our program needs.	5.1% (15)	18.9% (56)	**42.8% (127)**	23.6% (70)	8.4% (25)	1.3% (4)	297
The selection of volunteers and partner projects are driven by refuge needs.	3.7% (11)	14.1% (42)	**36.7% (109)**	24.6% (73)	18.9% (56)	2.0% (6)	297
We adjust our priorities based on the availability of partner/volunteer projects and opportunities.	12.5% (37)	**34.0% (101)**	30.0% (89)	14.5% (43)	6.4% (19)	2.7% (8)	297
The NWRS provides adequate policy and guidance for working with volunteers and partners.	3.4% (10)	11.8% (35)	**48.5% (144)**	23.6% (70)	11.1% (33)	1.7% (5)	297
We have become reliant on volunteers and partners to manage activities that should be managed by NWRS staff	9.4% (28)	25.6% (76)	15.2% (45)	13.5% (40)	**33.7% (100)**	2.7% (8)	297
	answered question						297
	skipped question						15

37. Please provide any comments you wish to make concerning the role of partners and volunteers.	
	Response Count
	137
answered question	**137**
skipped question	**175**

38. How many of the refuges that you oversee meet the level of law enforcement coverage as called for by the staffing deployment model? (Indicate the NUMBER of refuges that you oversee that fall within each of the following categories.)

	# of refuges									
	0	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8 or more**	**Response Count**
Refuges exceed staffing requirements	**97.7% (214)**	1.4% (3)	0.0% (0)	0.5% (1)	0.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	219
Refuges generally meet staffing requirements	**70.4% (169)**	20.4% (49)	4.2% (10)	2.5% (6)	1.3% (3)	0.0% (0)	0.8% (2)	0.0% (0)	0.4% (1)	240
Refuges are somewhat understaffed	**42.9% (103)**	35.0% (84)	11.3% (27)	2.5% (6)	2.5% (6)	2.1% (5)	0.4% (1)	0.0% (0)	3.3% (8)	240
Refuges are significantly understaffed	23.0% (59)	**35.2% (90)**	16.4% (42)	8.2% (21)	5.5% (14)	3.1% (8)	1.2% (3)	0.8% (2)	6.6% (17)	256
answered question										290
skipped question										22

39. How would you characterize the following:							
	1 - Insufficient	2	3 - Generally sufficient	4	5 - Fully sufficient	N/A	Response Count
The law enforcement skills of the full-time Law Enforcement staff	2.7% (8)	1.4% (4)	11.2% (33)	15.6% (46)	**41.8% (123)**	27.2% (80)	294
The law enforcement skills of collateral duty officers	2.0% (6)	2.4% (7)	17.1% (50)	16.7% (49)	28.3% (83)	**33.4% (98)**	293
The level of Law Enforcement coverage on the refuges you oversee	**45.2% (133)**	26.9% (79)	16.7% (49)	5.1% (15)	3.1% (9)	3.1% (9)	294
	answered question						295
	skipped question						17

40. How has the shift to the use of full-time Law Enforcement Officers affected the performance of the law enforcement program on your refuge?

		Response Percent	Response Count
1 - The refuge's law enforcement capability has decreased substantially		**41.8%**	119
2		18.9%	54
3 - The capability is about the same as before		22.1%	63
4		9.1%	26
5 - The refuge's law enforcement capability has increased substantially		8.1%	23
	answered question		285

21

40. How has the shift to the use of full-time Law Enforcement Officers affected the performance of the law enforcement program on your refuge?		
	skipped question	27

41. You may use this space to add any comments you may concerning the Law Enforcement Program.	
	Response Count
	187
answered question	187
skipped question	125

42. To what extent is the condition of your facilities (roads, buildings, and infrastructure) sufficient to support the purpose of your refuge?		
	Response Percent	**Response Count**
1 - Insufficient	12.2%	36
2	12.9%	38
3 - Minimally sufficient	34.9%	103
4	**36.3%**	107
5 - Fully sufficient	3.7%	11
answered question		295
skipped question		17

43. To what extent are additional facilities (roads, buildings and infrastructure) needed to enable you to achieve your refuge's purpose?

		Response Percent	Response Count
1 We cannot achieve our purpose without significant additional facilities		11.3%	33
2		29.4%	86
3 - We can generally achieve our purpose with what we have		**47.8%**	140
4		9.2%	27
5 - We have all the facilities we need to fully achieve our purpose		2.4%	7
	answered question		**293**
	skipped question		**19**

44. Please indicate for the following:

	1 - Improved significantly	2	3 - Remained about the same	4	5 - Decreased significantly	N/A	Response Count
How has your refuge's current ability to address critical maintenance requirements changed as compared to 5-6 years ago	5.8% (17)	15.3% (45)	**37.8% (111)**	17.7% (52)	22.1% (65)	1.4% (4)	294
How has the SAMMS system affected your ability to track and manage maintenance needs?	2.1% (6)	7.5% (22)	**38.7% (113)**	27.7% (81)	20.9% (61)	3.1% (9)	292
answered question							**294**

44. Please indicate for the following:		
	skipped question	**18**

45. Does the NWRS have a clear land acquisition strategy that is consistently implemented?		
	Response Percent	**Response Count**
The strategy is clear and is consistently implemented	4.7%	14
The strategy is clear and for the most part is consistently implemented	20.0%	59
The strategy is clear but is not consistently implemented	26.4%	78
There is no clear strategy	**29.2%**	86
Not sure	19.7%	58
	answered question	**295**
	skipped question	**17**

46. Does the NWRS have an effective land acquisition process?		
	Response Percent	**Response Count**
Our program is highly effective	5.8%	17
Our program is somewhat effective	27.1%	80
Our program is somewhat ineffective	24.4%	72
Our program is ineffective	**29.5%**	87
Not sure	13.2%	39
	answered question	**295**
	skipped question	**17**

24

47. How does the current Department of Interior real estate appraisal process affect your ability to acquire additional refuge land from willing sellers (in comparison to when the process was directly managed by the NWRS)?

		Response Percent	Response Count
Significantly increases our ability to acquire land		0.7%	2
Somewhat increases our ability to acquire land		1.0%	3
No significant difference		9.9%	29
Somewhat decreases our ability to acquire land		18.5%	54
Significantly decreases our ability to acquire land		**41.4%**	121
Not sure		28.4%	83
	answered question		**292**
	skipped question		**20**

48. Please provide any comments you wish to make concerning the NWRS land acquisition strategy or real estate process.

	Response Count
	126
answered question	**126**
skipped question	**186**

49. Please estimate the amount of time you spend on administrative reporting. (Enter the percent of time spent in a typical month.)

	Percent of Time							
	0-10%	10-20%	20-30%	30-40%	40-50%	50-60%	60% or more	Response Count
Currently	2.7% (8)	10.3% (30)	19.9% (58)	21.3% (62)	10.7% (31)	12.7% (37)	**22.3% (65)**	291

48. Please provide any comments you wish to make concerning the NWRS land acquisition strategy or real estate process.								
Five Years Ago	17.1% (48)	**36.3% (102)**	21.7% (61)	15.7% (44)	4.6% (13)	2.5% (7)	2.1% (6)	281
answered question								291
skipped question								21

50. How would you characterize the relationship or linkage between the Annual Performance Plan Workbook/Refuge Annual Performance Plan (RAPP)and the process you use for refuge annual planning and budgeting?		
	Response Percent	Response Count
1 - There is virtually no linkage between the RAPP process and how we plan refuge activity and prioritize our budget	27.9%	81
2	**28.6%**	83
3 - There is a general relationship, e.g. there is a significant overlap between the two	**28.6%**	83
4	5.5%	16
5 - There is a strong linkage - the RAPP process and our refuge workplanning process are virtually the same	4.5%	13
Not sure	4.8%	14
answered question		290
skipped question		22

51. Which of the following best describes your annual refuge work planning process?		
	Response Percent	Response Count
We do not produce a formal written annual workplan - we work from what we did last year and available budget	10.6%	31

51. Which of the following best describes your annual refuge work planning process?			
We have an informal workplan, which loosely outlines anticipated activities and is discussed periodically at staff meetings		36.0%	105
We produce an annual workplan that outlines items such as priority tasks, responsible staff, and implementation schedule -- but available staff and budget dictate what we do		**44.5%**	130
We produce an annual workplan that outlines items such as priority tasks, responsible staff, and implementation schedule -- it guides our annual activities and reporting of accomplishments		8.9%	26
	answered question		292
	skipped question		20

52. Please feel free to provide comments on required planning and reporting processes.	
	Response Count
	106
answered question	106
skipped question	206

53. Whether from a Regional Office or from the Washington Office, to what extent is NWRS technical program support and guidance adequate to support the development and management of the following programs?

	1 - Inadequate	2	3 - Generally adequate	4	5 - Fully adequate	Support is not required	Response Count
Wildlife/Habitat Management	13.3% (39)	24.9% (73)	**37.2% (109)**	10.9% (32)	6.5% (19)	7.2% (21)	293
Biological Surveys and Monitoring	19.1% (56)	27.0% (79)	**32.1% (94)**	12.6% (37)	4.4% (13)	4.8% (14)	293
Comprehensive Conservation	10.2% (30)	11.3% (33)	**41.6% (122)**	20.5% (60)	12.3% (36)	4.1% (12)	293

53. Whether from a Regional Office or from the Washington Office, to what extent is NWRS technical program support and guidance adequate to support the development and management of the following programs?

Planning							
Fire Management	8.2% (24)	8.5% (25)	**34.8% (102)**	27.3% (80)	14.7% (43)	6.5% (19)	293
Refuge Law Enforcement	17.4% (51)	16.4% (48)	**36.9% (108)**	19.8% (58)	8.2% (24)	1.4% (4)	293
Facilities and Equipment Management	12.3% (36)	18.4% (54)	**35.5% (104)**	22.5% (66)	8.9% (26)	2.4% (7)	293
Realty Functions	18.4% (54)	21.8% (64)	**33.4% (98)**	13.3% (39)	8.5% (25)	4.4% (13)	293
	answered question						293
	skipped question						19

54. You may use this space to provide comments or suggestions on the role of the Regional or Washington Office.

	Response Count
	78
answered question	78
skipped question	234

55. To the best of your knowledge, what is the level of consistency in implementing the following policies across the refuge system?

	1 - Low consistency	2	3	4	5 - High consistency	Not sure	Response Count
Compatibility Uses	6.2% (18)	12.4% (36)	30.2% (88)	**30.6% (89)**	10.3% (30)	10.3% (30)	291
Appropriate Uses	7.6% (22)	17.6% (51)	**27.9% (81)**	21.7% (63)	6.9% (20)	18.3% (53)	290

54. You may use this space to provide comments or suggestions on the role of the Regional or Washington Office.

Comprehensive Conservation Planning	7.2% (21)	15.1% (44)	**30.2% (88)**	26.5% (77)	7.6% (22)	13.4% (39)	291
Mission and Goals	3.1% (9)	11.1% (32)	**36.7% (106)**	28.4% (82)	10.0% (29)	10.7% (31)	289
Biological Integrity	7.6% (22)	21.1% (61)	**32.2% (93)**	19.7% (57)	4.8% (14)	14.5% (42)	289
Wilderness	4.1% (12)	10.3% (30)	20.7% (60)	18.3% (53)	6.9% (20)	**39.7% (115)**	290
	answered question						291
	skipped question						21

56. To what degree has implementation guidance, e.g. directives and training, been adequate in the following policy areas.

	Inadequate	Somewhat inadequate	Somewhat adequate	Fully adequate	Not sure	Response Count
Compatibility Uses	4.5% (13)	8.6% (25)	40.5% (118)	**45.0% (131)**	1.4% (4)	291
Appropriate Uses	10.0% (29)	24.7% (72)	**42.3% (123)**	18.2% (53)	4.8% (14)	291
Comprehensive Conservation Planning	4.8% (14)	11.0% (32)	**41.6% (121)**	37.8% (110)	4.8% (14)	291
Mission and Goals	5.2% (15)	12.5% (36)	**45.0% (130)**	29.8% (86)	7.6% (22)	289
Biological Integrity	7.2% (21)	25.8% (75)	**41.9% (122)**	18.6% (54)	6.5% (19)	291
Wilderness	4.1% (12)	13.4% (39)	25.9% (75)	22.8% (66)	**33.8% (98)**	290
	answered question					291
	skipped question					21

29

56. To what degree has implementation guidance, e.g. directives and training, been adequate in the following policy areas.

57. Considering threats to the refuge system over the next 10-20 years, please indicate to what degree you feel the level of attention given to the following issues is adequate.

	1 - Inadequate	2	3 - Generally adequate	4	5 - Fully adequate	Not sure	Response Count
Water quality and quantity	29.6% (86)	**31.6% (92)**	30.2% (88)	4.5% (13)	1.0% (3)	3.1% (9)	291
Invasive species	**29.9% (87)**	29.6% (86)	27.1% (79)	10.7% (31)	2.4% (7)	0.3% (1)	291
Development encroachment	**41.9% (122)**	32.3% (94)	15.5% (45)	2.1% (6)	1.7% (5)	6.5% (19)	291
Climate change	**39.9% (116)**	27.1% (79)	16.5% (48)	2.1% (6)	3.1% (9)	11.3% (33)	291
Habitat loss/fragmentation (outside of NWRS lands)	**41.7% (121)**	33.1% (96)	16.9% (49)	4.1% (12)	1.0% (3)	3.1% (9)	290
Other (indicate below)	**76.1% (86)**	19.5% (22)	1.8% (2)	0.0% (0)	0.0% (0)	2.7% (3)	113
Other (indicate below)	**72.3% (47)**	18.5% (12)	1.5% (1)	0.0% (0)	0.0% (0)	7.7% (5)	65
	answered question						291
	skipped question						21

58. Please indicate what you used as 'other' when responding to the last question

		Response Percent	Response Count
First 'other'		**100.0%**	112
Second 'other'		54.5%	61

58. Please indicate what you used as 'other' when responding to the last question	
answered question	112
skipped question	200

59. In order to achieve the greatest impact on the protection of migratory birds and Federal Trust Species, is the NWRS placing adequate emphasis on the following issues?

	1 - Attention is inadequate	2	3	4	5 - Attention is fully adequate	Response Count
Playing a leadership and coordination role in landscape scale conservation planning among federal and state agencies & across public and private lands	14.5% (42)	28.6% (83)	**34.1% (99)**	20.0% (58)	2.8% (8)	290
Using science-based landscape scale planning as a tool to drive decision-making on your refuge	12.8% (37)	27.9% (81)	**36.6% (106)**	19.7% (57)	3.1% (9)	290
Other	**71.9% (23)**	21.9% (7)	0.0% (0)	6.3% (2)	0.0% (0)	32
answered question						290
skipped question						22

60. If you used the 'other' row on the previous question, please indicate the topic your answer represents.

	Response Count
	33
answered question	33
skipped question	279

61. Please indicate the area that your comment most directly addresses.

	Response	Response

60. If you used the 'other' row on the previous question, please indicate the topic your answer represents.		Percent	Count
budget/staffing		52.4%	129
biology/science		10.6%	26
conservation planning		1.6%	4
visitor services		3.7%	9
operations and maintenance		6.9%	17
partnership/volunteers		2.0%	5
organizational structure		11.8%	29
Other (please specify in box below)		11.0%	27
	answered question		246
	skipped question		66

62. Suggestion #1:	
	Response Count
	238
answered question	238
skipped question	74

63. Please indicate the area that your comment most directly addresses.		Response Percent	Response Count
budget/staffing		23.8%	45
biology/science		19.6%	37

63. Please indicate the area that your comment most directly addresses.			
conservation planning		4.2%	8
visitor services		9.5%	18
operations and maintenance		11.6%	22
partnership/volunteers		4.8%	9
organizational structure		12.2%	23
Other (please specify in box below)		14.3%	27
	answered question		**189**
	skipped question		**123**

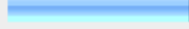| 64. Suggestion #2:	
	Response Count
	188
answered question	**188**
skipped question	**124**

ANNEX F

NWRS PARTNER SURVEY

NWRS Evaluation: Partner Survey

1. Please indicate the selection that best describes your organization below. (Note - questions that contain an asterisk (*) require an answer to be provided before you can proceed to the next question.)

		Response Percent	Response Count
Friends Group		79.5%	66
National NGO - Headquarters or Regional Office		0.0%	0
National NGO - Local Branch Office		1.2%	1
Community-Based Organization (Non-Friends Group)		8.4%	7
Other		10.8%	9
	answered question		83
	skipped question		0

2. Indicate in which of the Fish and Wildlife Service regions your office operates (check all that apply)?

		Response Percent	Response Count
Region 1 - Pacific (GU, HI, ID, OR, WA)		16.9%	14
Region 2 - Southwest (AZ, NM, OK, TX)		8.4%	7
Region 3 - Midwest (IA, IL, IN, MI, MN, MO, OH, WI)		13.3%	11
Region 4 - Southeast (AL, AR, FL, GA, KY, LA, MS, NC, PR, SC, TN, VI)		26.5%	22
Region 5 - Northeast (CT, DE, MA, MD, ME, NJ, NH, NY, PA, RI, VA, VT, WV)		26.5%	22
Region 6 - Mountain-Prairie (CO, KS, MT, NE, ND,SD, UT, WY)		9.6%	8
Region 7 - Alaska		4.8%	4
Region 8 - California & Nevada (CA, NV)		3.6%	3

Region 9 - Washington, DC						1.2%	1
						answered question	83
						skipped question	0

3. Please summarize the overall quality of the working relationship between your organization and the National Wildlife Refuge System.

	1 - Poor	2 - Fair	3 - Good	4 - Very Good	5 - Excellent	N/A	Response Count
Regional/Washington Office	6.8% (5)	12.3% (9)	**24.7% (18)**	**24.7% (18)**	23.3% (17)	8.2% (6)	73
Individual Refuges	2.7% (2)	5.5% (4)	12.3% (9)	23.3% (17)	**54.8% (40)**	1.4% (1)	73
						answered question	74
						skipped question	9

4. Please review the following list of specific areas of partnership. For those areas in which you have an active partnership with the Refuge System, provide a rating of the quality of the partnership. If you do not actively partner in a given area then you may select "N/A - We do not partner in this area."

	1 - Poor	2 - Fair	3 - Good	4 - Very Good	5 - Excellent	N/A - We do not partner in this area	Response Count
Hunting	1.4% (1)	5.6% (4)	7.0% (5)	12.7% (9)	11.3% (8)	**62.0% (44)**	71
Fishing	2.8% (2)	2.8% (2)	9.9% (7)	9.9% (7)	14.1% (10)	**60.6% (43)**	71
Environmental Education and Interpretation	5.5% (4)	8.2% (6)	13.7% (10)	23.3% (17)	**46.6% (34)**	2.7% (2)	73
Habitat Management & Restoration	5.5% (4)	11.0% (8)	12.3% (9)	23.3% (17)	**32.9% (24)**	15.1% (11)	73
Invasive Species Management	9.7% (7)	13.9% (10)	12.5% (9)	18.1% (13)	22.2% (16)	**23.6% (17)**	72
Wildlife Inventory and Monitoring	9.7% (7)	5.6% (4)	13.9% (10)	25.0% (18)	**27.8% (20)**	18.1% (13)	72
Fire Management	7.0% (5)	1.4% (1)	14.1% (10)	2.8% (2)	12.7% (9)	**62.0% (44)**	71

Land Acquisition	6.9% (5)	11.1% (8)	8.3% (6)	6.9% (5)	16.7% (12)	50.0% (36)	72
You may use this space to comment on aspects of particular program partnerships.							27
						answered question	74
						skipped question	9

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5. You may use this space to provide general comments on your partnership with the Refuge System, including the best/most productive aspects of the relationship or the most challenging.

	Response Count
	35
answered question	35
skipped question	48

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6. For each program area listed below indicate which response best captures your judgment regarding the Refuge System's effectiveness. Answer only for those areas in which you have substantial knowledge of the Refuge System's program activities.

	1- Ineffective	2 - Somewhat Ineffective	3 - Moderately Effective	4 - Very Effective	5 - Extremely Effective	No Opinion/ N/A	Rating Average	Res C
Hunting	0.0% (0)	3.1% (2)	18.8% (12)	31.3% (20)	7.8% (5)	39.1% (25)	3.72	
Fishing	3.1% (2)	0.0% (0)	15.4% (10)	23.1% (15)	9.2% (6)	49.2% (32)	3.70	
Environmental Education and Interpretation	7.5% (5)	4.5% (3)	32.8% (22)	28.4% (19)	23.9% (16)	3.0% (2)	3.58	
Habitat Management and Restoration	3.0% (2)	9.1% (6)	19.7% (13)	50.0% (33)	16.7% (11)	1.5% (1)	3.69	
Wildlife Inventory and Monitoring	6.2% (4)	6.2% (4)	23.1% (15)	33.8% (22)	24.6% (16)	6.2% (4)	3.69	
Fire Management	3.1% (2)	1.5% (1)	9.2% (6)	29.2% (19)	16.9% (11)	40.0% (26)	3.92	
Land Acquisition	9.4% (6)	17.2% (11)	17.2% (11)	12.5% (8)	6.3% (4)	37.5% (24)	2.83	
Comprehensive Conservation Planning	4.6% (3)	7.7% (5)	23.1% (15)	13.8% (9)	23.1% (15)	27.7% (18)	3.60	

	4.5% (3)	4.5% (3)	16.7% (11)	15.2% (10)	15.2% (10)	43.9% (29)	3.57	
Wilderness Management								

You may use this space to provide a brief explanation for your response.

		answered question
		skipped question

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7. Rate the effectiveness of the Refuge System in achieving the following goals:

	1 - Ineffective	2 - Somewhat Ineffective	3 - Moderately Effective	4 - Very Effective	5 - Extremely Effective	No Opinion/ N/A	Rating Average	Res C
Conserve, manage and where appropriate, restore fish, wildlife, and plant resources and their habitats to fulfill refuge purposes, trust resource responsibilities, and biological diversity/integrity.	4.5% (3)	4.5% (3)	32.8% (22)	35.8% (24)	19.4% (13)	3.0% (2)	3.63	
Provide quality wildlife-dependent recreation and education opportunities – opportunities for compatible wildlife-dependent recreation include wildlife observation, hunting, fishing, nature photography, interpretation and environmental education.	4.5% (3)	11.9% (8)	26.9% (18)	32.8% (22)	20.9% (14)	3.0% (2)	3.55	

You may use this space to provide a brief explanation for your response.
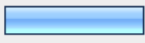
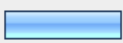|		*answered question*
		skipped question

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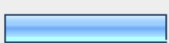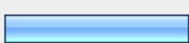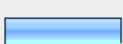
8. You may use this space to provide your suggestion.

	Response Count
	46
answered question	46
skipped question	37

ANNEX G

STATE FISH AND GAME AGENCY SURVEY

NWRS Evaluation: State Fish & Game Agency Survey

1. Indicate in which US Fish and Wildlife Service region your agency operates? (Note - questions that contain an asterisk (*) require an answer to be provided before you can proceed to the next question.)

		Response Percent	Response Count
Region 1 - Pacific (GU, HI, ID, OR, WA)		3.1%	1
Region 2 - Southwest (AZ, NM, OK, TX)		18.8%	6
Region 3 - Midwest (IA, IL, IN, MI, MN, MO, OH, WI)		15.6%	5
Region 4 - Southeast (AL, AR, FL, GA, KY, LA, MS, NC, PR, SC, TN, VI)		21.9%	7
Region 5 - Northeast (CT, DE, MA, MD, ME, NJ, NH, NY, PA, RI, VA, VT, WV)		**25.0%**	8
Region 6 - Mountain-Prairie (CO, KS, MT, NE, ND,SD, UT, WY)		15.6%	5
Region 7 - Alaska		0.0%	0
Region 8 - California & Nevada (CA, NV)		0.0%	0
Region 9 - Washington, DC		0.0%	0
	answered question		32
	skipped question		0

2. Please summarize the overall quality of the working relationship between your agency and the National Wildlife Refuge System?

	1 - Poor	2 - Fair	3 - Good	4 - Very Good	5 - Excellent	N/A	Rating Average	Response Count
Regional/Washington Office	5.9% (1)	5.9% (1)	**35.3% (6)**	11.8% (2)	23.5% (4)	17.6% (3)	3.50	17
Individual Refuges	0.0% (0)	11.8% (2)	**41.2% (7)**	29.4% (5)	17.6% (3)	0.0% (0)	3.53	17
							answered question	18
							skipped question	14

3. Please review the following list of specific areas of partnership. For those areas in which you have an active partnership with the Refuge System provide a rating of the quality of the partnership. If you do not actively partner in a given area then you may select "N/A - We do not partner in this area."

	1 - Poor	2 - Fair	3 - Good	4 - Very Good	5 - Excellent	N/A - We do not partner in this area	Response Count
Hunting	5.3% (1)	15.8% (3)	**26.3% (5)**	**26.3% (5)**	10.5% (2)	15.8% (3)	19
Fishing	0.0% (0)	5.3% (1)	**31.6% (6)**	**31.6% (6)**	15.8% (3)	15.8% (3)	19
Environmental Education and Interpretation	0.0% (0)	10.5% (2)	26.3% (5)	15.8% (3)	5.3% (1)	**42.1% (8)**	19
Habitat Management & Restoration	0.0% (0)	5.3% (1)	**42.1% (8)**	31.6% (6)	5.3% (1)	15.8% (3)	19
Invasive Species Management	5.3% (1)	5.3% (1)	26.3% (5)	26.3% (5)	5.3% (1)	**31.6% (6)**	19
Wildlife Inventory & Monitoring	5.3% (1)	21.1% (4)	21.1% (4)	**26.3% (5)**	5.3% (1)	21.1% (4)	19
Fire Management	0.0% (0)	5.3% (1)	21.1% (4)	0.0% (0)	10.5% (2)	**63.2% (12)**	19
Law Enforcement	0.0% (0)	10.5% (2)	**31.6% (6)**	26.3% (5)	10.5% (2)	21.1% (4)	19
You may use this space to comment on aspects of particular program partnerships.							4
						answered question	19
						skipped question	13

4. Please indicate your level of agreement with the following statements.

	1 - Strongly Disagree	2 - Disagree	3 - Agree	4 - Strongly Agree	N/A	Rating Average	Response Count
Refuge Acquisition: "The National Wildlife Refuge System is a valuable partner in the acquisition of priority lands for fish and wildlife conservation."	0.0% (0)	15.8% (3)	**42.1% (8)**	**42.1% (8)**	0.0% (0)	3.26	19
						answered question	19
						skipped question	13

5. Please indicate your level of agreement with the following statements.

	1 - Strongly Disagree	2 - Disagree	3 - Agree	4 - Strongly Agree	N/A	Rating Average	Response Count
"Appropriate members of my organization have been provided an opportunity to meaningfully participate in the development of National Wildlife Refuge Comprehensive Conservation Plans in my state."	0.0% (0)	5.3% (1)	36.8% (7)	**52.6% (10)**	5.3% (1)	3.50	19
"My organization's participation in the Refuge System's Comprehensive Conservation Planning Process has improved communication and coordination between my agency and the NWRS."	0.0% (0)	5.3% (1)	**63.2% (12)**	31.6% (6)	0.0% (0)	3.26	19
You may use this space to provide a brief explanation for your response.							3
						answered question	19
						skipped question	13

6. For each program area listed below indicate which response best captures your judgment as to the Refuge System's effectivene
Answer only for those areas in which you have substantial knowledge of the Refuge System's program activities.

	1 - Ineffective	2 - Somewhat Ineffective	3 - Moderately Effective	4 - Very Effective	5 - Extremely Effective	N/A - No Opinion	Rating Average	Res C
Hunting	0.0% (0)	16.7% (3)	**50.0% (9)**	27.8% (5)	5.6% (1)	0.0% (0)	3.22	
Fishing	0.0% (0)	**22.2% (4)**	**22.2% (4)**	**22.2% (4)**	11.1% (2)	**22.2% (4)**	3.29	
Environmental Education and Interpretation	0.0% (0)	0.0% (0)	**41.2% (7)**	23.5% (4)	5.9% (1)	29.4% (5)	3.50	
Habitat Management & Restoration	5.6% (1)	5.6% (1)	**44.4% (8)**	38.9% (7)	5.6% (1)	0.0% (0)	3.33	
Invasive Species Management	5.6% (1)	22.2% (4)	**38.9% (7)**	27.8% (5)	0.0% (0)	5.6% (1)	2.94	
Wildlife Inventory and Monitoring	0.0% (0)	16.7% (3)	**44.4% (8)**	33.3% (6)	5.6% (1)	0.0% (0)	3.28	
Fire Management	0.0% (0)	0.0% (0)	25.0% (4)	18.8% (3)	6.3% (1)	**50.0% (8)**	3.63	
Law Enforcement	6.3% (1)	0.0% (0)	**37.5% (6)**	31.3% (5)	12.5% (2)	12.5% (2)	3.50	

You may use this space to provide a brief explanation for your response.

answered question

skipped question

7. Please indicate your level of agreement with the following statement.

	1 - Strongly Disagree	2 - Disagree	3 - Agree	4 - Strongly Agree	N/A	Rating Average	Response Count
Biological Importance. The National Wildlife Refuge System is an important partner in helping my state to achieve its wildlife management and conservation goals.	0.0% (0)	5.3% (1)	42.1% (8)	**47.4% (9)**	5.3% (1)	3.44	19
You may use this space to provide a brief explanation for your response.							3
						answered question	19
						skipped question	13

8. How would you rate the performance of national wildlife refuges in your state in achieving the following objectives?

	1 - Ineffective	2 - Somewhat ineffective	3 - Moderately Effective	4 - Very Effective	5 - Extremely effective	Don't Know	Rating Average	Respo Cou
Conserve, Manage, and Where Appropriate, Restore Fish, Wildlife, and Plant Resources and Their Habitats to Fulfill Refuge Purposes, Trust Resource Responsibilities, and Biological Diversity/Integrity.	0.0% (0)	10.5% (2)	**52.6% (10)**	31.6% (6)	5.3% (1)	0.0% (0)	3.32	
Provide quality wildlife-dependent recreation and education opportunities – opportunities for compatible wildlife-dependent recreation include wildlife observation, hunting, fishing, nature photography, interpretation and environmental education.	0.0% (0)	11.1% (2)	38.9% (7)	**44.4% (8)**	5.6% (1)	0.0% (0)	3.44	
							answered question	
							skipped question	

9. You may provide suggestions or comments here.

	Response Count
	6
answered question	6
skipped question	26