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APPENDIX A

FWBSSS Program Budget History - 1996 - 2002

ACTIVITY Subactivity	FY 1996 Enacted (\$000)	FY 1997 Enacted (\$000)	FY 1998 Enacted (\$000)	FY 1999 Enacted (\$000)	FY 2000 Enacted (\$000)	FY 2001 Enacted (\$000)	FY 2002 Enacted (\$000)
Wildlife 1110	\$19,000	\$20,101	\$21,210	\$22,181	\$23,910	\$25,049	\$25,319
Fisheries 1120	\$6,100	\$7,133	\$7,818	\$9,525	\$12,628	\$12,853	\$12,110
T & E SPECIES 1150	\$16,500	\$16,500	\$16,995	\$17,367	\$18,903	\$21,334	\$21,618
TOTAL	\$41,600	\$43,734	\$46,023	\$49,073	\$55,441	\$59,236	\$59,047

APPENDIX B

Fish, Wildlife, Botany and Special Status Species Program Questionnaire

I work in a:

My office is located in (name of state):

Other:

I. General FWBSSS Program Administration

- 1a. My Office has a Fisheries Program
- 1b. My Office has a Wildlife Program
- 1c. My Office has a Botany Program
- 1d. My Office has Special Status Species (SSS) Program

2. I manage or work in a:

- 2a. Fisheries Program
- 2b. Wildlife Program
- 2c. Botany Program
- 2d. Special Status Species Program
- 3a. My responsibilities within the Fisheries program are well-defined
- 3b. My responsibilities within the Wildlife program are well-defined
- 3c. My responsibilities within the Botany program are well-defined
- 3d. My responsibilities within the SSS program are well-defined

4. *PTA = Planning Target Allocations; AWP = Annual Work Plan.*

- 4a. My office gives the Fisheries program the priority specified in the PTA/AWP
- 4b. My office gives the Wildlife program the priority specified in the PTA/AWP
- 4c. My office gives the Botany program the priority specified in the PTA/AWP
- 4d. My office gives the SSS program the priority specified in the PTA/AWP

5a. The Fisheries Program staff has the appropriate skills to meet program objectives

5b. The Wildlife Program staff has the appropriate skills to meet program objectives

5c. The Botany Program staff has the appropriate skills to meet program objectives

5d. The SSS Program staff has the appropriate skills to meet program objectives

6. The following additional skills are needed in my office to effectively implement my program(s):

6a. Fisheries

6b. Wildlife

6c. Botany

6d. Ecology

6e. Hydrology

6f. Geology

6g. Soil Science

6h. Forestry

6i. Fire Science

6j. Range Management

7. Funding is sufficient to implement my program(s)

8. Other programs activities/subactivities fund my time when I do support work for them

For questions 9, 10 and 11 below, please indicate the amount of time working in each category. Total time for 9a-c should equal 100%, 10a-h should equal 100%, and 11a-l should equal 100%. If less than 10% time is spent in any activity, leave the answer space blank.

9. General Time:

9a.____% of my time is spent in the field

9b.____% of my time is spent in the office

9c.____% of my time is other (travel, training, etc.)

10. Program Components:

10a. Inventory

10b. Planning (Includes Land Use Plans, projects, species conservation strategies and formal recovery plans):

10c. FWBSSS Project Implementation (includes restoration):

10d. Support to Other Resource Programs (excluding ESA section 7 consultation):

10e. Compliance (ESA section 7 clearances):

10f. Monitoring

10g. Litigation and Appeals:

10h. Partnerships (coordination with external groups, liaison with research, environmental education, etc.)

10i. Other Program Management (contract administration, supervising, budgets, training, etc.):

10j. Comments:

11. Support to Other Programs:

Of the support to other programs identified in 10d above, allocate that time spent supporting these other resource programs. Include ESA section 7 consultation work as part of this allocation.

11a. Soil/Water/Air:

11b. Rangeland Management:

11c. Forestry:

11d. Riparian:

11e. Cultural:

11f. Wild Horse and Burros:

11g. Recreation:

11h. Energy and Minerals:

11i. Realty, R-O-W:

11j. Wildland Fire Suppression:

11k. Land Acquisition:

11l. Other:

List:

12. Comments on General FWBSSS Program Administration (Questions 1 - 111 above)

II. Inventory, Data, Information Management and Assessment

13. My office has a regular program of scheduled inventory for:

13a. Species distribution or abundance

13b. Habitat

14. I (or contractors) use standardized survey methods and protocols for data collection

15. Data generated from inventory and monitoring efforts are documented and stored in easily accessible permanent files.

16. Data are managed in an electronic database.

17. Data are spatially oriented in GIS.

18. Data are regularly used in analysis and reporting of resource condition

18a. Reports of findings use figures and statistical analysis (where applicable)

19. I administer special studies and research investigations specific to my program(s).

20. I continue with existing special studies and research investigations that were initiated prior to my arrival in the office.

21. Comments on Inventory, Data, Information Management and Assessment (Questions 13a - 20)

III. Planning

22. My Land Use Plan(s) sufficiently describes the Fish, Wildlife, Botany, and Special Status Species resources and establishes clear objectives for the management of these resources in my program(s)

23. My Land Use Plan(s) incorporates species conservation strategies and recovery objectives/plans for ESA listed, candidate and special status species.

24. My Land Use Plan(s) is less than 10 years old

25. All projects generated in my program(s) are covered (if necessary) by sufficient NEPA documentation generated through an Interdisciplinary Team Process.

26. My office participates in the development of species conservation strategies and formal species recovery plans.

27. Comments on Planning (Questions 22 - 26)

IV. Project Implementation

- 28. My office has an active restoration program
- 29. Restoration objectives are accomplished by changing the management or implementation of other programs
- 30. Restoration objectives are accomplished with structural or habitat enhancement
- 31. Restoration actions are prioritized, planned, and carried out within a broad-scale context, such as watershed analysis or bioregional assessments.
- 32. Restoration actions are developed opportunistically unrelated to a broad-scale plan or assessment
- 33. Restoration actions are prioritized and fit within the Priority Watershed context established in the Clean Water Action Plan.
- 34. Restoration projects are developed primarily to benefit listed species.
- 35. Interdisciplinary input is used to design restoration actions (e.g. botanists prescribe native plants for any terrestrial restoration projects).
- 36. Comments on Project Implementation (Questions 28 - 35)

V. Interaction with and Support to Other BLM Programs

- 37. The resource(s) I manage are carefully considered in other Bureau programs
- 38. When needed, my office makes changes in the management of other programs (e.g., grazing, timber harvest, mining) to meet the management objectives for program(s) I manage.
- 39. Special Status Species needs for conservation and/or recovery take precedence over other management programs in my office.
- 40. I have adequate time and resources to represent my program(s) when supporting other Bureau programs
- 41. Comments on Interaction with and Support to Other BLM Programs (Questions 37 - 41)

VI. Monitoring

- 42. My office has (a) formalized monitoring program(s) for the resources I manage (i.e. when I leave, the program(s) will persist)
- 43. My monitoring program(s) is(are) integrated with other monitoring programs in the office

- 44. My monitoring program(s) is(are) a component of a larger monitoring effort
- 45. My monitoring program(s) utilize(s) BLM corporate data standards
- 46. Data collected in my monitoring program(s) is(are) quantifiable and repeatable
- 47. My monitoring results are analyzed, summarized, and reported to management, cooperative partners, or professional peers every year.
- 48. Comments on Monitoring (Questions 42 - 47)

VII. Compliance

- 49. All discretionary BLM actions that affect ESA listed species or have the potential to adversely modify designated critical habitat have completed consultations prior to action implementation.
- 50. ESA section 7 consultation on my Land Use Plan is current and up-to-date.
- 51. My office is using, or has committed to use, the National Memorandum Of Agreement (MOA) for Streamlining Procedures to complete consultation on Land Use Plans
- 52. I utilize the National Memorandum of Agreement (MOA) for Streamlining Procedures to complete consultation on projects and programmatic actions
- 53. I find the streamlining procedures helpful in completing consultation
- 54. Time spent in consultation is coded to the benefiting program or subactivity
- 55. I receive Letters of Concurrence and Biological Opinions within the time frames specified in the streamlining guidance
- 56. All programs are in compliance with mandatory terms and conditions from Biological Opinions
- 57. All mandatory monitoring requirements from Biological Opinions are being met
- 58. My office manages pro-actively to prevent the future listing of sensitive species
- 59. My office sufficiently monitors contractor actions to assure work is adequate and there is no collateral damage to sensitive features (e.g. wetlands, rare species)
- 60. Comments on Compliance (Questions 49 - 59)

VIII. Litigation and Appeals

- 61. I am involved in litigation and appeals that affect the resource(s) I manage
- 62. My office maintains formal administrative records on all actions
- 63. My office wins appeals and litigation more often than loses them

64. Comments on Litigation and Appeals (Questions 61 - 63)

IX. Partnership Development and Maintenance

65. In my office, my program(s) use(s) partnerships to complete the following types of work:

65a. Monitoring

65b. Inventory

65c. Research

65d. Restoration

66. In my office, my program(s) commonly applies for or receives Challenge Cost Share grants

67. Partners and cooperators are willing to participate in more projects than my office can provide

68. I coordinate with my peers from other agencies and organizations

69. In my office, my program(s) participate(s) in environmental education activities

70. Comments on Partnership Development and Maintenance (Questions 65a - 69)

X. Other Program Management

71. I get the following types of work done through use of contractors:

71a. Monitoring

71b. Inventory

71c. Research

71d. Restoration

72. (If using contractors) Contracting is an effective method of accomplishing the following:

72a. Monitoring

72b. Inventory

72c. Research

72d. Restoration

73. I am involved in the budget development and allocation process in my office

74. Funds are sufficient to complete planned program work

- 75. The Management Information System (MIS) has been useful in the management of my program(s)
- 76. Workload measures effectively capture the accomplishments of the program(s) in which I work
- 77. (If you are a supervisor) I have sufficient time to supervise my subordinates
- 78. (If a supervisor) I have sufficient time to accomplish other job duties other than supervising.
- 79. I attend at least 40 hours of formal training per year
- 80. I am able to attend at least one professional society meeting per year
- 81. I have the skills necessary to complete my job responsibilities
- 82. I spend too much time in the office doing paperwork and answering phones
- 83. Comments on Other Program Management (Questions 71a - 82)

APPENDIX C

FWBSSS QUESTIONNAIRE DATA SUMMARY

KEY FOR UNDERSTANDING STATISTICAL OUTPUT IN FOLLOWING TABLES

QUESTION=1a, SECTION=1-General: My Office has a Fisheries Program

QUESTION

RESPONSES	Count Total % Col % Row %	AK	AZ	WY	STATE	
	AGREE	19 4.86 100.00 4.92	17 4.35 100.00 4.40	30 7.67 100.00 7.77	386 96.12	# STAFF RESPONDING (COUNT)
	DISAGREE	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26	PERCENT OF COLUMN TOTAL (COL %)
	NEUTRAL	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	4 1.02	
		19 4.86	17 4.35	30 7.67	391	

LAST COLUMN IN EACH TABLE IS THE OVERALL (NATIONAL) SUMMARY

QUESTION=1a, SECTION=1-General: My Office has a Fisheries Program

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	19 4.86 100.00 4.92	17 4.35 100.00 4.40	41 10.49 100.00 10.62	25 6.39 100.00 6.48	2 0.51 100.00 0.52	36 9.21 100.00 9.33	25 6.39 96.15 6.48	22 5.63 91.67 5.70	19 4.86 100.00 4.92	116 29.67 99.15 30.05	34 8.70 97.14 8.81	30 7.67 100.00 7.77	386 98.72
DISAGREE	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26 4.17 100.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26
NEUTRAL	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26 3.85 25.00	1 0.26 4.17 25.00	0 0.00 0.00 0.00	1 0.26 0.85 25.00	1 0.26 2.86 25.00	0 0.00 0.00 0.00	4 1.02
	19 4.86	17 4.35	41 10.49	25 6.39	2 0.51	36 9.21	26 6.65	24 6.14	19 4.86	117 29.92	35 8.95	30 7.67	391

QUESTION=1b, SECTION=1-General: My Office has a Wildlife Program

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	17 4.38 94.44 4.43	17 4.38 100.00 4.43	41 10.57 100.00 10.68	24 6.19 100.00 6.25	2 0.52 100.00 0.52	35 9.02 100.00 9.11	25 6.44 96.15 6.51	23 5.93 95.83 5.99	19 4.90 100.00 4.95	117 30.15 100.00 30.47	35 9.02 100.00 9.11	29 7.47 96.67 7.55	384 98.97
DISAGREE	1 0.26 5.56 33.33	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.26 3.85 33.33	1 0.26 4.17 33.33	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	3 0.77
NEUTRAL	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26 3.33 100.00	1 0.26
	18 4.64	17 4.38	41 10.57	24 6.19	2 0.52	35 9.02	26 6.70	24 6.19	19 4.90	117 30.15	35 9.02	30 7.73	388

QUESTION=1c, SECTION=1-General: My Office has a Botany Program

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	16 4.09 84.21 4.23	16 4.09 88.89 4.23	41 10.49 100.00 10.85	23 5.88 95.83 6.08	2 0.51 100.00 0.53	36 9.21 100.00 9.52	25 6.39 96.15 6.61	21 5.37 87.50 5.56	17 4.35 89.47 4.50	117 29.92 100.00 30.95	35 8.95 100.00 9.26	29 7.42 96.67 7.67	378 96.68
DISAGREE	1 0.26 5.26 33.33	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	2 0.51 8.33 66.67	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	3 0.77
NEUTRAL	2 0.51 10.53 20.00	2 0.51 11.11 20.00	0 0.00 0.00 0.00	1 0.26 4.17 10.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26 3.85 10.00	1 0.26 4.17 10.00	2 0.51 10.53 20.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26 3.33 10.00	10 2.56
	19 4.86	18 4.60	41 10.49	24 6.14	2 0.51	36 9.21	26 6.65	24 6.14	19 4.86	117 29.92	35 8.95	30 7.67	391

QUESTION=1d, SECTION=1-General: My Office has Special Status Species (SSS) Program

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	14 3.58 73.68 3.78	17 4.35 94.44 4.59	41 10.49 100.00 11.08	24 6.14 100.00 6.49	2 0.51 100.00 0.54	35 8.95 97.22 9.46	25 6.39 96.15 6.76	22 5.63 91.67 5.95	18 4.60 94.74 4.86	108 27.62 92.31 29.19	34 8.70 97.14 9.19	30 7.67 100.00 8.11	370 94.63
DISAGREE	1 0.26 5.26 33.33	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26 4.17 33.33	0 0.00 0.00 0.00	1 0.26 0.85 33.33	0 0.00 0.00 0.00	0 0.00 0.00 0.00	3 0.77
NEUTRAL	4 1.02 21.05 22.22	1 0.26 5.56 5.56	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26 2.78 5.56	1 0.26 3.85 5.56	1 0.26 4.17 5.56	1 0.26 5.26 5.56	8 2.05 6.84 44.44	1 0.26 2.86 5.56	0 0.00 0.00 0.00	18 4.60
	19 4.86	18 4.60	41 10.49	24 6.14	2 0.51	36 9.21	26 6.65	24 6.14	19 4.86	117 29.92	35 8.95	30 7.67	391

QUESTION=2a, SECTION=1-General: I manage or work in a Fisheries Program

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	17 4.59 89.47 5.01	14 3.78 87.50 4.13	34 9.19 89.47 10.03	23 6.22 95.83 6.78	2 0.54 100.00 0.59	30 8.11 88.24 8.85	24 6.49 96.00 7.08	18 4.86 78.26 5.31	15 4.05 93.75 4.42	100 27.03 90.91 29.50	33 8.92 100.00 9.73	29 7.84 96.67 8.55	339 91.62
DISAGREE	2 0.54 10.53 6.90	1 0.27 6.25 3.45	4 1.08 10.53 13.79	1 0.27 4.17 3.45	0 0.00 0.00 0.00	4 1.08 11.76 13.79	1 0.27 4.00 3.45	4 1.08 17.39 13.79	1 0.27 6.25 3.45	10 2.70 9.09 34.48	0 0.00 0.00 0.00	1 0.27 3.33 3.45	29 7.84
NEUTRAL	0 0.00 0.00 0.00	1 0.27 6.25 50.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.27 4.35 50.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	2 0.54
	19 5.14	16 4.32	38 10.27	24 6.49	2 0.54	34 9.19	25 6.76	23 6.22	16 4.32	110 29.73	33 8.92	30 8.11	370

QUESTION=2b, SECTION=1-General: I manage or work in a Wildlife Program

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	13 3.49 76.47 3.68	16 4.29 100.00 4.53	38 10.19 95.00 10.76	23 6.17 95.83 6.52	2 0.54 100.00 0.57	33 8.85 94.29 9.35	23 6.17 92.00 6.52	24 6.43 100.00 6.80	18 4.83 100.00 5.10	100 26.81 91.74 28.33	33 8.85 100.00 9.35	30 8.04 100.00 8.50	353 94.64
DISAGREE	4 1.07 23.53 20.00	0 0.00 0.00 0.00	2 0.54 5.00 10.00	1 0.27 4.17 5.00	0 0.00 0.00 0.00	2 0.54 5.71 10.00	2 0.54 8.00 10.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	9 2.41 8.26 45.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	20 5.36
NEUTRAL	17 4.56	16 4.29	40 10.72	24 6.43	2 0.54	35 9.38	25 6.70	24 6.43	18 4.83	109 29.22	33 8.85	30 8.04	373

QUESTION=2c, SECTION=1-General: I manage or work in a Botany Program

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	13 3.58 72.22 4.04	14 3.86 82.35 4.35	35 9.64 89.74 10.87	22 6.06 95.65 6.83	2 0.55 100.00 0.62	31 8.54 93.94 9.63	21 5.79 87.50 6.52	17 4.68 73.91 5.28	16 4.41 88.89 4.97	94 25.90 89.52 29.19	31 8.54 96.88 9.63	26 7.16 89.66 8.07	322 88.71
DISAGREE	5 1.38 27.78 13.16	2 0.55 11.76 5.26	4 1.10 10.26 10.53	1 0.28 4.35 2.63	0 0.00 0.00 0.00	2 0.55 6.06 5.26	2 0.55 8.33 5.26	6 1.65 26.09 15.79	2 0.55 11.11 5.26	11 3.03 10.48 28.95	0 0.00 0.00 0.00	3 0.83 10.34 7.89	38 10.47
NEUTRAL	0 0.00 0.00 0.00	1 0.28 5.88 33.33	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.28 4.17 33.33	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.28 3.13 33.33	0 0.00 0.00 0.00	3 0.83
	18 4.96	17 4.68	39 10.74	23 6.34	2 0.55	33 9.09	24 6.61	23 6.34	18 4.96	105 28.93	32 8.82	29 7.99	363

QUESTION=2d, SECTION=1-General: I manage or work in a Special Status Species Program

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	14 3.69 77.78 3.90	18 4.75 100.00 5.01	39 10.29 95.12 10.86	24 6.33 100.00 6.69	2 0.53 100.00 0.56	33 8.71 97.06 9.19	22 5.80 91.67 6.13	21 5.54 87.50 5.85	18 4.75 94.74 5.01	104 27.44 93.69 28.97	34 8.97 100.00 9.47	30 7.92 100.00 8.36	359 94.72
DISAGREE	4 1.06 22.22 22.22	0 0.00 0.00 0.00	2 0.53 4.88 11.11	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26 2.94 5.56	1 0.26 4.17 5.56	3 0.79 12.50 16.67	1 0.26 5.26 5.56	6 1.58 5.41 33.33	0 0.00 0.00 0.00	0 0.00 0.00 0.00	18 4.75
NEUTRAL	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26 4.17 50.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.26 0.90 50.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	2 0.53
	18 4.75	18 4.75	41 10.82	24 6.33	2 0.53	34 8.97	24 6.33	24 6.33	19 5.01	111 29.29	34 8.97	30 7.92	379

QUESTION=3a, SECTION=1-General: My responsibilities within the Fisheries program are well-defined

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 3.03 60.00 4.76	5 2.53 41.67 3.97	4 2.02 26.67 3.17	6 3.03 50.00 4.76	1 0.51 100.00 0.79	15 7.58 71.43 11.90	7 3.54 41.18 5.56	4 2.02 40.00 3.17	11 5.56 84.62 8.73	43 21.72 84.31 34.13	12 6.06 63.16 9.52	12 6.06 70.59 9.52	126 63.64
DISAGREE	3 1.52 30.00 7.69	4 2.02 33.33 10.26	8 4.04 53.33 20.51	4 2.02 33.33 10.26	0 0.00 0.00 0.00	2 1.01 9.52 5.13	4 2.02 23.53 10.26	2 1.01 20.00 5.13	2 1.01 15.38 5.13	2 1.01 3.92 5.13	5 2.53 26.32 12.82	3 1.52 17.65 7.69	39 19.70
NEUTRAL	1 0.51 10.00 3.03	3 1.52 25.00 9.09	3 1.52 20.00 9.09	2 1.01 16.67 6.06	0 0.00 0.00 0.00	4 2.02 19.05 12.12	6 3.03 35.29 18.18	4 2.02 40.00 12.12	0 0.00 0.00 0.00	6 3.03 11.76 18.18	2 1.01 10.53 6.06	2 1.01 11.76 6.06	33 16.67
	10 5.05	12 6.06	15 7.58	12 6.06	1 0.51	21 10.61	17 8.59	10 5.05	13 6.57	51 25.76	19 9.60	17 8.59	198

QUESTION=3b, SECTION=1-General: My responsibilities within the Wildlife program are well-defined

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	7 2.41 100.00 3.00	11 3.78 78.57 4.72	23 7.90 71.88 9.87	17 5.84 94.44 7.30	2 0.69 100.00 0.86	22 7.56 75.86 9.44	17 5.84 80.95 7.30	15 5.15 75.00 6.44	15 5.15 88.24 6.44	56 19.24 73.68 24.03	24 8.25 85.71 10.30	24 8.25 88.89 10.30	233 80.07
DISAGREE	0 0.00 0.00 0.00	1 0.34 7.14 3.57	6 2.06 18.75 21.43	1 0.34 5.56 3.57	0 0.00 0.00 0.00	1 0.34 3.45 3.57	2 0.69 9.52 7.14	4 1.37 20.00 14.29	2 0.69 11.76 7.14	8 2.75 10.53 28.57	1 0.34 3.57 3.57	2 0.69 7.41 7.14	28 9.62
NEUTRAL	0 0.00 0.00 0.00	2 0.69 14.29 6.67	3 1.03 9.38 10.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	6 2.06 20.69 20.00	2 0.69 9.52 6.67	1 0.34 5.00 3.33	0 0.00 0.00 0.00	12 4.12 15.79 40.00	3 1.03 10.71 10.00	1 0.34 3.70 3.33	30 10.31
	7 2.41	14 4.81	32 11.00	18 6.19	2 0.69	29 9.97	21 7.22	20 6.87	17 5.84	76 26.12	28 9.62	27 9.28	291

QUESTION=3c, SECTION=1-General: My responsibilities within the Botany program are well-defined

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	1 0.52 20.00 0.78	5 2.60 71.43 3.91	18 9.38 64.29 14.06	8 4.17 72.73 6.25	1 0.52 100.00 0.78	16 8.33 66.67 12.50	6 3.13 37.50 4.69	6 3.13 50.00 4.69	8 4.17 72.73 6.25	37 19.27 75.51 28.91	13 6.77 81.25 10.16	9 4.69 75.00 7.03	128 66.67
DISAGREE	2 1.04 40.00 6.25	1 0.52 14.29 3.13	5 2.60 17.86 15.63	1 0.52 9.09 3.13	0 0.00 0.00 0.00	5 2.60 20.83 15.63	4 2.08 25.00 12.50	3 1.56 25.00 9.38	3 1.56 27.27 9.38	4 2.08 8.16 12.50	2 1.04 12.50 6.25	2 1.04 16.67 6.25	32 16.67
NEUTRAL	2 1.04 40.00 6.25	1 0.52 14.29 3.13	5 2.60 17.86 15.63	2 1.04 18.18 6.25	0 0.00 0.00 0.00	3 1.56 12.50 9.38	6 3.13 37.50 18.75	3 1.56 25.00 9.38	0 0.00 0.00 0.00	8 4.17 16.33 25.00	1 0.52 6.25 3.13	1 0.52 8.33 3.13	32 16.67
	5 2.60	7 3.65	28 14.58	11 5.73	1 0.52	24 12.50	16 8.33	12 6.25	11 5.73	49 25.52	16 8.33	12 6.25	192

QUESTION=3d, SECTION=1-General: My responsibilities within the SSS program are well-defined

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	4 1.21 50.00 1.69	12 3.63 70.59 5.08	27 8.16 67.50 11.44	15 4.53 71.43 6.36	2 0.60 100.00 0.85	26 7.85 74.29 11.02	15 4.53 68.18 6.36	14 4.23 70.00 5.93	15 4.53 88.24 6.36	60 18.13 65.93 25.42	27 8.16 84.38 11.44	19 5.74 73.08 8.05	236 71.30
DISAGREE	1 0.30 12.50 2.50	2 0.60 11.76 5.00	5 1.51 12.50 12.50	2 0.60 9.52 5.00	0 0.00 0.00 0.00	4 1.21 11.43 10.00	3 0.91 13.64 7.50	3 0.91 15.00 7.50	1 0.30 5.88 2.50	13 3.93 14.29 32.50	2 0.60 6.25 5.00	4 1.21 15.38 10.00	40 12.08
NEUTRAL	3 0.91 37.50 5.45	3 0.91 17.65 5.45	8 2.42 20.00 14.55	4 1.21 19.05 7.27	0 0.00 0.00 0.00	5 1.51 14.29 9.09	4 1.21 18.18 7.27	3 0.91 15.00 5.45	1 0.30 5.88 1.82	18 5.44 19.78 32.73	3 0.91 9.38 5.45	3 0.91 11.54 5.45	55 16.62
	8 2.42	17 5.14	40 12.08	21 6.34	2 0.60	35 10.57	22 6.65	20 6.04	17 5.14	91 27.49	32 9.67	26 7.85	331

QUESTION=4a, SECTION=1-General: My office gives the Fisheries program the priority specified in the PTA/AWP

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	7 3.13 53.85 5.51	6 2.68 46.15 4.72	3 1.34 16.67 2.36	6 2.68 42.86 4.72	1 0.45 100.00 0.79	20 8.93 83.33 15.75	5 2.23 26.32 3.94	5 2.23 50.00 3.94	7 3.13 58.33 5.51	47 20.98 78.33 37.01	8 3.57 36.36 6.30	12 5.36 66.67 9.45	127 56.70
DISAGREE	3 1.34 23.08 4.41	4 1.79 30.77 5.88	10 4.46 55.56 14.71	5 2.23 35.71 7.35	0 0.00 0.00 0.00	4 1.79 16.67 5.88	10 4.46 52.63 14.71	3 1.34 30.00 4.41	4 1.79 33.33 5.88	8 3.57 13.33 11.76	12 5.36 54.55 17.65	5 2.23 27.78 7.35	68 30.36
NEUTRAL	3 1.34 23.08 10.34	3 1.34 23.08 10.34	5 2.23 27.78 17.24	3 1.34 21.43 10.34	0 0.00 0.00 0.00	0 0.00 0.00 0.00	4 1.79 21.05 13.79	2 0.89 20.00 6.90	1 0.45 8.33 3.45	5 2.23 8.33 17.24	2 0.89 9.09 6.90	1 0.45 5.56 3.45	29 12.95
	13 5.80	13 5.80	18 8.04	14 6.25	1 0.45	24 10.71	19 8.48	10 4.46	12 5.36	60 26.79	22 9.82	18 8.04	224

QUESTION=4b, SECTION=1-General: My office gives the Wildlife program the priority specified in the PTA/AWP

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	7 2.37 70.00 3.33	10 3.39 76.92 4.76	19 6.44 57.58 9.05	14 4.75 73.68 6.67	2 0.68 100.00 0.95	20 6.78 74.07 9.52	15 5.08 71.43 7.14	12 4.07 63.16 5.71	13 4.41 81.25 6.19	60 20.34 75.00 28.57	17 5.76 62.96 8.10	21 7.12 75.00 10.00	210 71.19
DISAGREE	3 1.02 30.00 5.36	1 0.34 7.69 1.79	9 3.05 27.27 16.07	3 1.02 15.79 5.36	0 0.00 0.00 0.00	5 1.69 18.52 8.93	5 1.69 23.81 8.93	5 1.69 26.32 8.93	2 0.68 12.50 3.57	9 3.05 11.25 16.07	9 3.05 33.33 16.07	5 1.69 17.86 8.93	56 18.98
NEUTRAL	0 0.00 0.00 0.00	2 0.68 15.38 6.90	5 1.69 15.15 17.24	2 0.68 10.53 6.90	0 0.00 0.00 0.00	2 0.68 7.41 6.90	1 0.34 4.76 3.45	2 0.68 10.53 6.90	1 0.34 6.25 3.45	11 3.73 13.75 37.93	1 0.34 3.70 3.45	2 0.68 7.14 6.90	29 9.83
	10 3.39	13 4.41	33 11.19	19 6.44	2 0.68	27 9.15	21 7.12	19 6.44	16 5.42	80 27.12	27 9.15	28 9.49	295

QUESTION=4c, SECTION=1-General: My office gives the Botany program the priority specified in the PTA/AWP

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	4 1.94 50.00 3.31	5 2.43 55.56 4.13	14 6.80 53.85 11.57	5 2.43 45.45 4.13	1 0.49 100.00 0.83	14 6.80 60.87 11.57	3 1.46 16.67 2.48	6 2.91 54.55 4.96	6 2.91 66.67 4.96	42 20.39 72.41 34.71	10 4.85 62.50 8.26	11 5.34 68.75 9.09	121 58.74
DISAGREE	3 1.46 37.50 5.66	2 0.97 22.22 3.77	9 4.37 34.62 16.98	4 1.94 36.36 7.55	0 0.00 0.00 0.00	9 4.37 39.13 16.98	7 3.40 38.89 13.21	2 0.97 18.18 3.77	3 1.46 33.33 5.66	8 3.88 13.79 15.09	4 1.94 25.00 7.55	2 0.97 12.50 3.77	53 25.73
NEUTRAL	1 0.49 12.50 3.13	2 0.97 22.22 6.25	3 1.46 11.54 9.38	2 0.97 18.18 6.25	0 0.00 0.00 0.00	0 0.00 0.00 0.00	8 3.88 44.44 25.00	3 1.46 27.27 9.38	0 0.00 0.00 0.00	8 3.88 13.79 25.00	2 0.97 12.50 6.25	3 1.46 18.75 9.38	32 15.53
	8 3.88	9 4.37	26 12.62	11 5.34	1 0.49	23 11.17	18 8.74	11 5.34	9 4.37	58 28.16	16 7.77	16 7.77	206

QUESTION=4d, SECTION=1-General: My office gives the SSS program the priority specified in the PTA/AWP

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	5 1.58 50.00 2.39	13 4.11 81.25 6.22	21 6.65 58.33 10.05	11 3.48 55.00 5.26	2 0.63 100.00 0.96	23 7.28 76.67 11.00	14 4.43 63.64 6.70	13 4.11 65.00 6.22	12 3.80 80.00 5.74	58 18.35 64.44 27.75	19 6.01 67.86 9.09	18 5.70 66.67 8.61	209 66.14
DISAGREE	1 0.32 10.00 1.43	3 0.95 18.75 4.29	11 3.48 30.56 15.71	5 1.58 25.00 7.14	0 0.00 0.00 0.00	6 1.90 20.00 8.57	6 1.90 27.27 8.57	4 1.27 20.00 5.71	2 0.63 13.33 2.86	18 5.70 20.00 25.71	8 2.53 28.57 11.43	6 1.90 22.22 8.57	70 22.15
NEUTRAL	4 1.27 40.00 10.81	0 0.00 0.00 0.00	4 1.27 11.11 10.81	4 1.27 20.00 10.81	0 0.00 0.00 0.00	1 0.32 3.33 2.70	2 0.63 9.09 5.41	3 0.95 15.00 8.11	1 0.32 6.67 2.70	14 4.43 15.56 37.84	1 0.32 3.57 2.70	3 0.95 11.11 8.11	37 11.71
	10 3.16	16 5.06	36 11.39	20 6.33	2 0.63	30 9.49	22 6.96	20 6.33	15 4.75	90 28.48	28 8.86	27 8.54	316

QUESTION=5a, SECTION=1-General: The Fisheries Program staff has the appropriate skills to meet program objectives

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	10 3.72 55.56 5.99	3 1.12 21.43 1.80	4 1.49 22.22 2.40	13 4.83 65.00 7.78	1 0.37 100.00 0.60	20 7.43 71.43 11.98	9 3.35 50.00 5.39	5 1.86 45.45 2.99	9 3.35 60.00 5.39	60 22.30 75.95 35.93	17 6.32 73.91 10.18	16 5.95 66.67 9.58	167 62.08
DISAGREE	5 1.86 27.78 7.58	5 1.86 35.71 7.58	9 3.35 50.00 13.64	6 2.23 30.00 9.09	0 0.00 0.00 0.00	6 2.23 21.43 9.09	6 2.23 33.33 9.09	4 1.49 36.36 6.06	6 2.23 40.00 9.09	11 4.09 13.92 16.67	3 1.12 13.04 4.55	5 1.86 20.83 7.58	66 24.54
NEUTRAL	3 1.12 16.67 8.33	6 2.23 42.86 16.67	5 1.86 27.78 13.89	1 0.37 5.00 2.78	0 0.00 0.00 0.00	2 0.74 7.14 5.56	3 1.12 16.67 8.33	2 0.74 18.18 5.56	0 0.00 0.00 0.00	8 2.97 10.13 22.22	3 1.12 13.04 8.33	3 1.12 12.50 8.33	36 13.38
	18 6.69	14 5.20	18 6.69	20 7.43	1 0.37	28 10.41	18 6.69	11 4.09	15 5.58	79 29.37	23 8.55	24 8.92	269

QUESTION=5b, SECTION=1-General: The Wildlife Program staff has the appropriate skills to meet program objectives

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	10 2.96 83.33 3.70	13 3.85 92.86 4.81	30 8.88 78.95 11.11	18 5.33 78.26 6.67	2 0.59 100.00 0.74	25 7.40 78.13 9.26	19 5.62 79.17 7.04	17 5.03 80.95 6.30	14 4.14 73.68 5.19	69 20.41 75.82 25.56	26 7.69 81.25 9.63	27 7.99 90.00 10.00	270 79.88
DISAGREE	1 0.30 8.33 2.56	1 0.30 7.14 2.56	6 1.78 15.79 15.38	4 1.18 17.39 10.26	0 0.00 0.00 0.00	6 1.78 18.75 15.38	1 0.30 4.17 2.56	3 0.89 14.29 7.69	3 0.89 15.79 7.69	8 2.37 8.79 20.51	4 1.18 12.50 10.26	2 0.59 6.67 5.13	39 11.54
NEUTRAL	1 0.30 8.33 3.45	0 0.00 0.00 0.00	2 0.59 5.26 6.90	1 0.30 4.35 3.45	0 0.00 0.00 0.00	1 0.30 3.13 3.45	4 1.18 16.67 13.79	1 0.30 4.76 3.45	2 0.59 10.53 6.90	14 4.14 15.38 48.28	2 0.59 6.25 6.90	1 0.30 3.33 3.45	29 8.58
	12 3.55	14 4.14	38 11.24	23 6.80	2 0.59	32 9.47	24 7.10	21 6.21	19 5.62	91 26.92	32 9.47	30 8.88	338

QUESTION=5c, SECTION=1-General: The Botany Program staff has the appropriate skills to meet program objectives

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	4 1.54 40.00 2.35	7 2.70 63.64 4.12	24 9.27 70.59 14.12	13 5.02 76.47 7.65	0 0.00 0.00 0.00	22 8.49 75.86 12.94	4 1.54 22.22 2.35	5 1.93 35.71 2.94	6 2.32 60.00 3.53	56 21.62 76.71 32.94	17 6.56 70.83 10.00	12 4.63 66.67 7.06	170 65.64
DISAGREE	3 1.16 30.00 6.00	1 0.39 9.09 2.00	5 1.93 14.71 10.00	3 1.16 17.65 6.00	0 0.00 0.00 0.00	3 1.16 10.34 6.00	7 2.70 38.89 14.00	4 1.54 28.57 8.00	4 1.54 40.00 8.00	11 4.25 15.07 22.00	5 1.93 20.83 10.00	4 1.54 22.22 8.00	50 19.31
NEUTRAL	3 1.16 30.00 7.69	3 1.16 27.27 7.69	5 1.93 14.71 12.82	1 0.39 5.88 2.56	1 0.39 100.00 2.56	4 1.54 13.79 10.26	7 2.70 38.89 17.95	5 1.93 35.71 12.82	0 0.00 0.00 0.00	6 2.32 8.22 15.38	2 0.77 8.33 5.13	2 0.77 11.11 5.13	39 15.06
	10 3.86	11 4.25	34 13.13	17 6.56	1 0.39	29 11.20	18 6.95	14 5.41	10 3.86	73 28.19	24 9.27	18 6.95	259

QUESTION=5d, SECTION=1-General: The SSS Program staff has the appropriate skills to meet program objectives

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 1.75 54.55 2.33	14 4.08 82.35 5.43	32 9.33 82.05 12.40	20 5.83 86.96 7.75	2 0.58 100.00 0.78	25 7.29 73.53 9.69	17 4.96 73.91 6.59	14 4.08 66.67 5.43	15 4.37 83.33 5.81	64 18.66 67.37 24.81	28 8.16 82.35 10.85	21 6.12 80.77 8.14	258 75.22
DISAGREE	2 0.58 18.18 5.00	2 0.58 11.76 5.00	4 1.17 10.26 10.00	1 0.29 4.35 2.50	0 0.00 0.00 0.00	5 1.46 14.71 12.50	1 0.29 4.35 2.50	6 1.75 28.57 15.00	2 0.58 11.11 5.00	12 3.50 12.63 30.00	2 0.58 5.88 5.00	3 0.87 11.54 7.50	40 11.66
NEUTRAL	3 0.87 27.27 6.67	1 0.29 5.88 2.22	3 0.87 7.69 6.67	2 0.58 8.70 4.44	0 0.00 0.00 0.00	4 1.17 11.76 8.89	5 1.46 21.74 11.11	1 0.29 4.76 2.22	1 0.29 5.56 2.22	19 5.54 20.00 42.22	4 1.17 11.76 8.89	2 0.58 7.69 4.44	45 13.12
	11 3.21	17 4.96	39 11.37	23 6.71	2 0.58	34 9.91	23 6.71	21 6.12	18 5.25	95 27.70	34 9.91	26 7.58	343

QUESTION=6a, SECTION=1-General: The following additional skills are needed in my office to effectively implement my program(s) -
- Fisheries

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	8 2.82 47.06 5.93	10 3.52 66.67 7.41	17 5.99 70.83 12.59	10 3.52 50.00 7.41	0 0.00 0.00 0.00	12 4.23 40.00 8.89	10 3.52 50.00 7.41	6 2.11 46.15 4.44	8 2.82 57.14 5.93	30 10.56 37.97 22.22	16 5.63 57.14 11.85	8 2.82 34.78 5.93	135 47.54
DISAGREE	4 1.41 23.53 4.65	3 1.06 20.00 3.49	3 1.06 12.50 3.49	6 2.11 30.00 6.98	1 0.35 100.00 1.16	11 3.87 36.67 12.79	6 2.11 30.00 6.98	3 1.06 23.08 3.49	2 0.70 14.29 2.33	25 8.80 31.65 29.07	9 3.17 32.14 10.47	13 4.58 56.52 15.12	86 30.28
NEUTRAL	5 1.76 29.41 7.94	2 0.70 13.33 3.17	4 1.41 16.67 6.35	4 1.41 20.00 6.35	0 0.00 0.00 0.00	7 2.46 23.33 11.11	4 1.41 20.00 6.35	4 1.41 30.77 6.35	4 1.41 28.57 6.35	24 8.45 30.38 38.10	3 1.06 10.71 4.76	2 0.70 8.70 3.17	63 22.18
	17 5.99	15 5.28	24 8.45	20 7.04	1 0.35	30 10.56	20 7.04	13 4.58	14 4.93	79 27.82	28 9.86	23 8.10	284

QUESTION=6b, SECTION=1-General: The following additional skills are needed in my office to effectively implement my program(s) -
- Wildlife

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	4 1.22 28.57 2.78	6 1.83 42.86 4.17	21 6.42 53.85 14.58	8 2.45 40.00 5.56	0 0.00 0.00 0.00	14 4.28 45.16 9.72	11 3.36 47.83 7.64	14 4.28 63.64 9.72	10 3.06 66.67 6.94	31 9.48 35.23 21.53	15 4.59 48.39 10.42	10 3.06 34.48 6.94	144 44.04
DISAGREE	3 0.92 21.43 2.70	7 2.14 50.00 6.31	8 2.45 20.51 7.21	7 2.14 35.00 6.31	1 0.31 100.00 0.90	12 3.67 38.71 10.81	8 2.45 34.78 7.21	5 1.53 22.73 4.50	2 0.61 13.33 1.80	31 9.48 35.23 27.93	13 3.98 41.94 11.71	14 4.28 48.28 12.61	111 33.94
NEUTRAL	7 2.14 50.00 9.72	1 0.31 7.14 1.39	10 3.06 25.64 13.89	5 1.53 25.00 6.94	0 0.00 0.00 0.00	5 1.53 16.13 6.94	4 1.22 17.39 5.56	3 0.92 13.64 4.17	3 0.92 20.00 4.17	26 7.95 29.55 36.11	3 0.92 9.68 4.17	5 1.53 17.24 6.94	72 22.02
	14 4.28	14 4.28	39 11.93	20 6.12	1 0.31	31 9.48	23 7.03	22 6.73	15 4.59	88 26.91	31 9.48	29 8.87	327

QUESTION=6c, SECTION=1-General: The following additional skills are needed in my office to effectively implement my program(s) -
- Botany

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 1.98 40.00 3.92	9 2.97 69.23 5.88	24 7.92 63.16 15.69	7 2.31 38.89 4.58	0 0.00 0.00 0.00	11 3.63 40.74 7.19	15 4.95 62.50 9.80	15 4.95 78.95 9.80	7 2.31 58.33 4.58	31 10.23 35.63 20.26	16 5.28 59.26 10.46	12 3.96 54.55 7.84	153 50.50
DISAGREE	3 0.99 20.00 3.75	2 0.66 15.38 2.50	9 2.97 23.68 11.25	5 1.65 27.78 6.25	0 0.00 0.00 0.00	13 4.29 48.15 16.25	4 1.32 16.67 5.00	1 0.33 5.26 1.25	2 0.66 16.67 2.50	29 9.57 33.33 36.25	5 1.65 18.52 6.25	7 2.31 31.82 8.75	80 26.40
NEUTRAL	6 1.98 40.00 8.57	2 0.66 15.38 2.86	5 1.65 13.16 7.14	6 1.98 33.33 8.57	1 0.33 100.00 1.43	3 0.99 11.11 4.29	5 1.65 20.83 7.14	3 0.99 15.79 4.29	3 0.99 25.00 4.29	27 8.91 31.03 38.57	6 1.98 22.22 8.57	3 0.99 13.64 4.29	70 23.10
	15 4.95	13 4.29	38 12.54	18 5.94	1 0.33	27 8.91	24 7.92	19 6.27	12 3.96	87 28.71	27 8.91	22 7.26	303

QUESTION=6d, SECTION=1-General: The following additional skills are needed in my office to effectively implement my program(s)
- Ecology

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	7 1.92 38.89 3.20	9 2.47 52.94 4.11	22 6.04 55.00 10.05	10 2.75 45.45 4.57	0 0.00 0.00 0.00	20 5.49 58.82 9.13	19 5.22 76.00 8.68	16 4.40 72.73 7.31	9 2.47 52.94 4.11	68 18.68 64.76 31.05	22 6.04 64.71 10.05	17 4.67 58.62 7.76	219 60.16
DISAGREE	2 0.55 11.11 3.03	1 0.27 5.88 1.52	9 2.47 22.50 13.64	8 2.20 36.36 12.12	1 0.27 100.00 1.52	11 3.02 32.35 16.67	3 0.82 12.00 4.55	1 0.27 4.55 1.52	3 0.82 17.65 4.55	16 4.40 15.24 24.24	5 1.37 14.71 7.58	6 1.65 20.69 9.09	66 18.13
NEUTRAL	9 2.47 50.00 11.39	7 1.92 41.18 8.86	9 2.47 22.50 11.39	4 1.10 18.18 5.06	0 0.00 0.00 0.00	3 0.82 8.82 3.80	3 0.82 12.00 3.80	5 1.37 22.73 6.33	5 1.37 29.41 6.33	21 5.77 20.00 26.58	7 1.92 20.59 8.86	6 1.65 20.69 7.59	79 21.70
	18 4.95	17 4.67	40 10.99	22 6.04	1 0.27	34 9.34	25 6.87	22 6.04	17 4.67	105 28.85	34 9.34	29 7.97	364

QUESTION=6e, SECTION=1-General: The following additional skills are needed in my office to effectively implement my program(s) -
- Hydrology

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	13 3.69 72.22 6.70	16 4.55 94.12 8.25	25 7.10 62.50 12.89	9 2.56 42.86 4.64	0 0.00 0.00 0.00	16 4.55 45.71 8.25	13 3.69 54.17 6.70	18 5.11 81.82 9.28	5 1.42 33.33 2.58	44 12.50 45.36 22.68	21 5.97 61.76 10.82	14 3.98 50.00 7.22	194 55.11
DISAGREE	1 0.28 5.56 1.10	1 0.28 5.88 1.10	7 1.99 17.50 7.69	8 2.27 38.10 8.79	0 0.00 0.00 0.00	12 3.41 34.29 13.19	7 1.99 29.17 7.69	1 0.28 4.55 1.10	8 2.27 53.33 8.79	24 6.82 24.74 26.37	11 3.13 32.35 12.09	11 3.13 39.29 12.09	91 25.85
NEUTRAL	4 1.14 22.22 5.97	0 0.00 0.00 0.00	8 2.27 20.00 11.94	4 1.14 19.05 5.97	1 0.28 100.00 1.49	7 1.99 20.00 10.45	4 1.14 16.67 5.97	3 0.85 13.64 4.48	2 0.57 13.33 2.99	29 8.24 29.90 43.28	2 0.57 5.88 2.99	3 0.85 10.71 4.48	67 19.03
	18 5.11	17 4.83	40 11.36	21 5.97	1 0.28	35 9.94	24 6.82	22 6.25	15 4.26	97 27.56	34 9.66	28 7.95	352

QUESTION=6f, SECTION=1-General: The following additional skills are needed in my office to effectively implement my program(s) -
- Geology

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	2 0.62 11.76 2.50	6 1.86 40.00 7.50	7 2.17 20.00 8.75	2 0.62 10.00 2.50	0 0.00 0.00 0.00	12 3.72 37.50 15.00	4 1.24 19.05 5.00	10 3.10 50.00 12.50	1 0.31 7.69 1.25	27 8.36 28.72 33.75	7 2.17 24.14 8.75	2 0.62 7.69 2.50	80 24.77
DISAGREE	6 1.86 35.29 4.69	5 1.55 33.33 3.91	14 4.33 40.00 10.94	10 3.10 50.00 7.81	0 0.00 0.00 0.00	15 4.64 46.88 11.72	10 3.10 47.62 7.81	6 1.86 30.00 4.69	8 2.48 61.54 6.25	27 8.36 28.72 21.09	12 3.72 41.38 9.38	15 4.64 57.69 11.72	128 39.63
NEUTRAL	9 2.79 52.94 7.83	4 1.24 26.67 3.48	14 4.33 40.00 12.17	8 2.48 40.00 6.96	1 0.31 100.00 0.87	5 1.55 15.63 4.35	7 2.17 33.33 6.09	4 1.24 20.00 3.48	4 1.24 30.77 3.48	40 12.38 42.55 34.78	10 3.10 34.48 8.70	9 2.79 34.62 7.83	115 35.60
	17 5.26	15 4.64	35 10.84	20 6.19	1 0.31	32 9.91	21 6.50	20 6.19	13 4.02	94 29.10	29 8.98	26 8.05	323

QUESTION=6g, SECTION=1-General: The following additional skills are needed in my office to effectively implement my program(s)
– Soil Science

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	15 4.35 78.95 7.77	14 4.06 87.50 7.25	25 7.25 64.10 12.95	12 3.48 63.16 6.22	0 0.00 0.00 0.00	20 5.80 57.14 10.36	12 3.48 48.00 6.22	16 4.64 69.57 8.29	6 1.74 40.00 3.11	42 12.17 43.75 21.76	23 6.67 74.19 11.92	8 2.32 30.77 4.15	193 55.94
DISAGREE	0 0.00 0.00 0.00	1 0.29 6.25 1.32	5 1.45 12.82 6.58	3 0.87 15.79 3.95	0 0.00 0.00 0.00	7 2.03 20.00 9.21	8 2.32 32.00 10.53	3 0.87 13.04 3.95	6 1.74 40.00 7.89	23 6.67 23.96 30.26	6 1.74 19.35 7.89	14 4.06 53.85 18.42	76 22.03
NEUTRAL	4 1.16 21.05 5.26	1 0.29 6.25 1.32	9 2.61 23.08 11.84	4 1.16 21.05 5.26	1 0.29 100.00 1.32	8 2.32 22.86 10.53	5 1.45 20.00 6.58	4 1.16 17.39 5.26	3 0.87 20.00 3.95	31 8.99 32.29 40.79	2 0.58 6.45 2.63	4 1.16 15.38 5.26	76 22.03
	19 5.51	16 4.64	39 11.30	19 5.51	1 0.29	35 10.14	25 7.25	23 6.67	15 4.35	96 27.83	31 8.99	26 7.54	345

QUESTION=6h, SECTION=1-General: The following additional skills are needed in my office to effectively implement my program(s) -
- Forestry

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	5 1.50 29.41 5.81	5 1.50 45.45 5.81	6 1.80 20.00 6.98	8 2.40 33.33 9.30	0 0.00 0.00 0.00	4 1.20 12.50 4.65	10 2.99 41.67 11.63	6 1.80 28.57 6.98	5 1.50 35.71 5.81	20 5.99 19.80 23.26	10 2.99 33.33 11.63	7 2.10 25.00 8.14	86 25.75
DISAGREE	7 2.10 41.18 4.27	4 1.20 36.36 2.44	15 4.49 50.00 9.15	10 2.99 41.67 6.10	1 0.30 50.00 0.61	23 6.89 71.88 14.02	11 3.29 45.83 6.71	6 1.80 28.57 3.66	4 1.20 28.57 2.44	59 17.66 58.42 35.98	8 2.40 26.67 4.88	16 4.79 57.14 9.76	164 49.10
NEUTRAL	5 1.50 29.41 5.95	2 0.60 18.18 2.38	9 2.69 30.00 10.71	6 1.80 25.00 7.14	1 0.30 50.00 1.19	5 1.50 15.63 5.95	3 0.90 12.50 3.57	9 2.69 42.86 10.71	5 1.50 35.71 5.95	22 6.59 21.78 26.19	12 3.59 40.00 14.29	5 1.50 17.86 5.95	84 25.15
	17 5.09	11 3.29	30 8.98	24 7.19	2 0.60	32 9.58	24 7.19	21 6.29	14 4.19	101 30.24	30 8.98	28 8.38	334

QUESTION=6i, SECTION=1-General: The following additional skills are needed in my office to effectively implement my program(s) – Fire Science

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	4 1.16 25.00 2.86	6 1.74 40.00 4.29	19 5.52 51.35 13.57	7 2.03 35.00 5.00	0 0.00 0.00 0.00	11 3.20 30.56 7.86	10 2.91 41.67 7.14	13 3.78 56.52 9.29	7 2.03 46.67 5.00	36 10.47 36.73 25.71	16 4.65 53.33 11.43	11 3.20 37.93 7.86	140 40.70
DISAGREE	7 2.03 43.75 5.74	5 1.45 33.33 4.10	7 2.03 18.92 5.74	10 2.91 50.00 8.20	1 0.29 100.00 0.82	20 5.81 55.56 16.39	10 2.91 41.67 8.20	5 1.45 21.74 4.10	5 1.45 33.33 4.10	31 9.01 31.63 25.41	7 2.03 23.33 5.74	14 4.07 48.28 11.48	122 35.47
NEUTRAL	5 1.45 31.25 6.10	4 1.16 26.67 4.88	11 3.20 29.73 13.41	3 0.87 15.00 3.66	0 0.00 0.00 0.00	5 1.45 13.89 6.10	4 1.16 16.67 4.88	5 1.45 21.74 6.10	3 0.87 20.00 3.66	31 9.01 31.63 37.80	7 2.03 23.33 8.54	4 1.16 13.79 4.88	82 23.84
	16 4.65	15 4.36	37 10.76	20 5.81	1 0.29	36 10.47	24 6.98	23 6.69	15 4.36	98 28.49	30 8.72	29 8.43	344

QUESTION=6j, SECTION=1-General: The following additional skills are needed in my office to effectively implement my program(s) – Range Management

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	1 0.29 7.14 0.71	6 1.77 37.50 4.29	18 5.31 43.90 12.86	8 2.36 36.36 5.71	0 0.00 0.00 0.00	16 4.72 44.44 11.43	13 3.83 52.00 9.29	15 4.42 65.22 10.71	10 2.95 62.50 7.14	20 5.90 23.81 14.29	22 6.49 68.75 15.71	11 3.24 37.93 7.86	140 41.30
DISAGREE	7 2.06 50.00 5.04	7 2.06 43.75 5.04	12 3.54 29.27 8.63	8 2.36 36.36 5.76	1 0.29 100.00 0.72	17 5.01 47.22 12.23	10 2.95 40.00 7.19	4 1.18 17.39 2.88	3 0.88 18.75 2.16	45 13.27 53.57 32.37	8 2.36 25.00 5.76	17 5.01 58.62 12.23	139 41.00
NEUTRAL	6 1.77 42.86 10.00	3 0.88 18.75 5.00	11 3.24 26.83 18.33	6 1.77 27.27 10.00	0 0.00 0.00 0.00	3 0.88 8.33 5.00	2 0.59 8.00 3.33	4 1.18 17.39 6.67	3 0.88 18.75 5.00	19 5.60 22.62 31.67	2 0.59 6.25 3.33	1 0.29 3.45 1.67	60 17.70
	14 4.13	16 4.72	41 12.09	22 6.49	1 0.29	36 10.62	25 7.37	23 6.78	16 4.72	84 24.78	32 9.44	29 8.55	339

QUESTION=7, SECTION=1-General: Funding is sufficient to implement my program(s)

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	4 1.05 21.05 5.13	4 1.05 22.22 5.13	4 1.05 9.76 5.13	5 1.31 20.83 6.41	1 0.26 100.00 1.28	9 2.36 25.71 11.54	9 2.36 34.62 11.54	4 1.05 19.05 5.13	7 1.84 41.18 8.97	22 5.77 18.97 28.21	3 0.79 8.57 3.85	6 1.57 21.43 7.69	78 20.47
DISAGREE	14 3.67 73.68 5.43	12 3.15 66.67 4.65	33 8.66 80.49 12.79	14 3.67 58.33 5.43	0 0.00 0.00 0.00	23 6.04 65.71 8.91	14 3.67 53.85 5.43	15 3.94 71.43 5.81	9 2.36 52.94 3.49	80 21.00 68.97 31.01	25 6.56 71.43 9.69	19 4.99 67.86 7.36	258 67.72
NEUTRAL	1 0.26 5.26 2.22	2 0.52 11.11 4.44	4 1.05 9.76 8.89	5 1.31 20.83 11.11	0 0.00 0.00 0.00	3 0.79 8.57 6.67	3 0.79 11.54 6.67	2 0.52 9.52 4.44	1 0.26 5.88 2.22	14 3.67 12.07 31.11	7 1.84 20.00 15.56	3 0.79 10.71 6.67	45 11.81
	19 4.99	18 4.72	41 10.76	24 6.30	1 0.26	35 9.19	26 6.82	21 5.51	17 4.46	116 30.45	35 9.19	28 7.35	381

QUESTION=8, SECTION=1-General: Other programs activities/subactivities fund my time when I do support work for them

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	12 3.22 66.67 6.70	4 1.07 23.53 2.23	19 5.09 48.72 10.61	8 2.14 33.33 4.47	2 0.54 100.00 1.12	20 5.36 58.82 11.17	9 2.41 34.62 5.03	10 2.68 43.48 5.59	11 2.95 61.11 6.15	56 15.01 50.45 31.28	13 3.49 38.24 7.26	15 4.02 55.56 8.38	179 47.99
DISAGREE	3 0.80 16.67 1.95	10 2.68 58.82 6.49	15 4.02 38.46 9.74	11 2.95 45.83 7.14	0 0.00 0.00 0.00	10 2.68 29.41 6.49	16 4.29 61.54 10.39	12 3.22 52.17 7.79	6 1.61 33.33 3.90	44 11.80 39.64 28.57	17 4.56 50.00 11.04	10 2.68 37.04 6.49	154 41.29
NEUTRAL	3 0.80 16.67 7.50	3 0.80 17.65 7.50	5 1.34 12.82 12.50	5 1.34 20.83 12.50	0 0.00 0.00 0.00	4 1.07 11.76 10.00	1 0.27 3.85 2.50	1 0.27 4.35 2.50	1 0.27 5.56 2.50	11 2.95 9.91 27.50	4 1.07 11.76 10.00	2 0.54 7.41 5.00	40 10.72
	18 4.83	17 4.56	39 10.46	24 6.43	2 0.54	34 9.12	26 6.97	23 6.17	18 4.83	111 29.76	34 9.12	27 7.24	373

QUESTION=13a, SECTION=2-IDIMA: My office has a regular program of scheduled inventory for Species distribution or abundance

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 1.64 31.58 5.17	7 1.91 38.89 6.03	9 2.46 24.32 7.76	5 1.37 23.81 4.31	0 0.00 0.00 0.00	12 3.28 33.33 10.34	5 1.37 20.00 4.31	9 2.46 40.91 7.76	8 2.19 47.06 6.90	37 10.11 33.33 31.90	7 1.91 21.88 6.03	11 3.01 40.74 9.48	116 31.69
DISAGREE	11 3.01 57.89 5.37	8 2.19 44.44 3.90	24 6.56 64.86 11.71	15 4.10 71.43 7.32	1 0.27 100.00 0.49	21 5.74 58.33 10.24	14 3.83 56.00 6.83	11 3.01 50.00 5.37	8 2.19 47.06 3.90	54 14.75 48.65 26.34	22 6.01 68.75 10.73	16 4.37 59.26 7.80	205 56.01
NEUTRAL	2 0.55 10.53 4.44	3 0.82 16.67 6.67	4 1.09 10.81 8.89	1 0.27 4.76 2.22	0 0.00 0.00 0.00	3 0.82 8.33 6.67	6 1.64 24.00 13.33	2 0.55 9.09 4.44	1 0.27 5.88 2.22	20 5.46 18.02 44.44	3 0.82 9.38 6.67	0 0.00 0.00 0.00	45 12.30
	19 5.19	18 4.92	37 10.11	21 5.74	1 0.27	36 9.84	25 6.83	22 6.01	17 4.64	111 30.33	32 8.74	27 7.38	366

QUESTION=13b, SECTION=2-IDIMA: My office has a regular program of scheduled inventory for Habitat

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	10 2.70 52.63 6.85	8 2.16 44.44 5.48	11 2.97 28.95 7.53	8 2.16 36.36 5.48	0 0.00 0.00 0.00	13 3.51 36.11 8.90	9 2.43 36.00 6.16	10 2.70 45.45 6.85	9 2.43 52.94 6.16	46 12.43 40.71 31.51	10 2.70 31.25 6.85	12 3.24 44.44 8.22	146 39.46
DISAGREE	8 2.16 42.11 4.85	6 1.62 33.33 3.64	23 6.22 60.53 13.94	13 3.51 59.09 7.88	1 0.27 100.00 0.61	17 4.59 47.22 10.30	10 2.70 40.00 6.06	9 2.43 40.91 5.45	4 1.08 23.53 2.42	47 12.70 41.59 28.48	17 4.59 53.13 10.30	10 2.70 37.04 6.06	165 44.59
NEUTRAL	1 0.27 5.26 1.69	4 1.08 22.22 6.78	4 1.08 10.53 6.78	1 0.27 4.55 1.69	0 0.00 0.00 0.00	6 1.62 16.67 10.17	6 1.62 24.00 10.17	3 0.81 13.64 5.08	4 1.08 23.53 6.78	20 5.41 17.70 33.90	5 1.35 15.63 8.47	5 1.35 18.52 8.47	59 15.95
	19 5.14	18 4.86	38 10.27	22 5.95	1 0.27	36 9.73	25 6.76	22 5.95	17 4.59	113 30.54	32 8.65	27 7.30	370

QUESTION=14, SECTION=2-IDIMA: I (or contractors) use standardized survey methods and protocols for data collection

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	16 4.40 88.89 5.21	18 4.95 100.00 5.86	31 8.52 81.58 10.10	17 4.67 73.91 5.54	27 7.42 75.00 8.79	17 4.67 80.95 5.54	20 5.49 86.96 6.51	15 4.12 88.24 4.89	99 27.20 88.39 32.25	28 7.69 87.50 9.12	19 5.22 73.08 6.19	307 84.34
DISAGREE	1 0.27 5.56 3.45	0 0.00 0.00 0.00	5 1.37 13.16 17.24	3 0.82 13.04 10.34	5 1.37 13.89 17.24	2 0.55 9.52 6.90	1 0.27 4.35 3.45	1 0.27 5.88 3.45	6 1.65 5.36 20.69	2 0.55 6.25 6.90	3 0.82 11.54 10.34	29 7.97
NEUTRAL	1 0.27 5.56 3.57	0 0.00 0.00 0.00	2 0.55 5.26 7.14	3 0.82 13.04 10.71	4 1.10 11.11 14.29	2 0.55 9.52 7.14	2 0.55 8.70 7.14	1 0.27 5.88 3.57	7 1.92 6.25 25.00	2 0.55 6.25 7.14	4 1.10 15.38 14.29	28 7.69
	18 4.95	18 4.95	38 10.44	23 6.32	36 9.89	21 5.77	23 6.32	17 4.67	112 30.77	32 8.79	26 7.14	364

QUESTION=15, SECTION=2-IDIMA: Data generated from inventory and monitoring efforts are documented and stored in easily accessible permanent files.

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 1.63 31.58 3.33	10 2.72 58.82 5.56	15 4.08 39.47 8.33	16 4.35 69.57 8.89	0 0.00 0.00 0.00	19 5.16 54.29 10.56	8 2.17 32.00 4.44	15 4.08 65.22 8.33	11 2.99 68.75 6.11	55 14.95 48.67 30.56	15 4.08 45.45 8.33	10 2.72 40.00 5.56	180 48.91
DISAGREE	7 1.90 36.84 5.69	4 1.09 23.53 3.25	20 5.43 52.63 16.26	4 1.09 17.39 3.25	1 0.27 100.00 0.81	10 2.72 28.57 8.13	11 2.99 44.00 8.94	7 1.90 30.43 5.69	3 0.82 18.75 2.44	33 8.97 29.20 26.83	12 3.26 36.36 9.76	11 2.99 44.00 8.94	123 33.42
NEUTRAL	6 1.63 31.58 9.23	3 0.82 17.65 4.62	3 0.82 7.89 4.62	3 0.82 13.04 4.62	0 0.00 0.00 0.00	6 1.63 17.14 9.23	6 1.63 24.00 9.23	1 0.27 4.35 1.54	2 0.54 12.50 3.08	25 6.79 22.12 38.46	6 1.63 18.18 9.23	4 1.09 16.00 6.15	65 17.66
	19 5.16	17 4.62	38 10.33	23 6.25	1 0.27	35 9.51	25 6.79	23 6.25	16 4.35	113 30.71	33 8.97	25 6.79	368

QUESTION=16, SECTION=2-IDIMA: Data are managed in an electronic database.

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	8 2.18 42.11 4.65	6 1.63 33.33 3.49	15 4.09 38.46 8.72	15 4.09 65.22 8.72	15 4.09 41.67 8.72	5 1.36 22.73 2.91	9 2.45 39.13 5.23	5 1.36 33.33 2.91	69 18.80 60.53 40.12	14 3.81 43.75 8.14	11 3.00 42.31 6.40	172 46.87
DISAGREE	7 1.91 36.84 5.83	8 2.18 44.44 6.67	19 5.18 48.72 15.83	5 1.36 21.74 4.17	14 3.81 38.89 11.67	9 2.45 40.91 7.50	10 2.72 43.48 8.33	4 1.09 26.67 3.33	20 5.45 17.54 16.67	12 3.27 37.50 10.00	12 3.27 46.15 10.00	120 32.70
NEUTRAL	4 1.09 21.05 5.33	4 1.09 22.22 5.33	5 1.36 12.82 6.67	3 0.82 13.04 4.00	7 1.91 19.44 9.33	8 2.18 36.36 10.67	4 1.09 17.39 5.33	6 1.63 40.00 8.00	25 6.81 21.93 33.33	6 1.63 18.75 8.00	3 0.82 11.54 4.00	75 20.44
	19 5.18	18 4.90	39 10.63	23 6.27	36 9.81	22 5.99	23 6.27	15 4.09	114 31.06	32 8.72	26 7.08	367

QUESTION=17, SECTION=2-IDIMA: Data are spatially oriented in GIS.

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	7 1.90 36.84 4.49	3 0.82 16.67 1.92	14 3.80 35.90 8.97	14 3.80 60.87 8.97	0 0.00 0.00 0.00	15 4.08 41.67 9.62	5 1.36 21.74 3.21	5 1.36 21.74 3.21	8 2.17 47.06 5.13	60 16.30 54.05 38.46	13 3.53 40.63 8.33	12 3.26 46.15 7.69	156 42.39
DISAGREE	7 1.90 36.84 5.56	11 2.99 61.11 8.73	20 5.43 51.28 15.87	4 1.09 17.39 3.17	1 0.27 100.00 0.79	15 4.08 41.67 11.90	11 2.99 47.83 8.73	11 2.99 47.83 8.73	4 1.09 23.53 3.17	21 5.71 18.92 16.67	10 2.72 31.25 7.94	11 2.99 42.31 8.73	126 34.24
NEUTRAL	5 1.36 26.32 5.81	4 1.09 22.22 4.65	5 1.36 12.82 5.81	5 1.36 21.74 5.81	0 0.00 0.00 0.00	6 1.63 16.67 6.98	7 1.90 30.43 8.14	7 1.90 30.43 8.14	5 1.36 29.41 5.81	30 8.15 27.03 34.88	9 2.45 28.13 10.47	3 0.82 11.54 3.49	86 23.37
	19 5.16	18 4.89	39 10.60	23 6.25	1 0.27	36 9.78	23 6.25	23 6.25	17 4.62	111 30.16	32 8.70	26 7.07	368

QUESTION=18a, SECTION=2-IDIMA: Data are regularly used in analysis and reporting of resource condition

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	12 3.23 63.16 4.80	8 2.16 53.33 3.20	27 7.28 69.23 10.80	21 5.66 91.30 8.40	0 0.00 0.00 0.00	23 6.20 63.89 9.20	13 3.50 52.00 5.20	12 3.23 52.17 4.80	11 2.96 64.71 4.40	83 22.37 73.45 33.20	22 5.93 68.75 8.80	18 4.85 64.29 7.20	250 67.39
DISAGREE	1 0.27 5.26 1.54	3 0.81 20.00 4.62	6 1.62 15.38 9.23	0 0.00 0.00 0.00	1 0.27 100.00 1.54	8 2.16 22.22 12.31	9 2.43 36.00 13.85	9 2.43 39.13 13.85	2 0.54 11.76 3.08	15 4.04 13.27 23.08	3 0.81 9.38 4.62	8 2.16 28.57 12.31	65 17.52
NEUTRAL	6 1.62 31.58 10.71	4 1.08 26.67 7.14	6 1.62 15.38 10.71	2 0.54 8.70 3.57	0 0.00 0.00 0.00	5 1.35 13.89 8.93	3 0.81 12.00 5.36	2 0.54 8.70 3.57	4 1.08 23.53 7.14	15 4.04 13.27 26.79	7 1.89 21.88 12.50	2 0.54 7.14 3.57	56 15.09
	19 5.12	15 4.04	39 10.51	23 6.20	1 0.27	36 9.70	25 6.74	23 6.20	17 4.58	113 30.46	32 8.63	28 7.55	371

QUESTION=18b, SECTION=2-IDIMA: Reports of findings use figures and statistical analysis (where applicable)

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	11 3.14 61.11 8.59	4 1.14 23.53 3.13	17 4.86 44.74 13.28	8 2.29 40.00 6.25	13 3.71 38.24 10.16	3 0.86 13.64 2.34	8 2.29 38.10 6.25	7 2.00 41.18 5.47	37 10.57 34.26 28.91	10 2.86 34.48 7.81	10 2.86 38.46 7.81	128 36.57
DISAGREE	3 0.86 16.67 2.29	6 1.71 35.29 4.58	13 3.71 34.21 9.92	7 2.00 35.00 5.34	11 3.14 32.35 8.40	12 3.43 54.55 9.16	10 2.86 47.62 7.63	6 1.71 35.29 4.58	44 12.57 40.74 33.59	8 2.29 27.59 6.11	11 3.14 42.31 8.40	131 37.43
NEUTRAL	4 1.14 22.22 4.40	7 2.00 41.18 7.69	8 2.29 21.05 8.79	5 1.43 25.00 5.49	10 2.86 29.41 10.99	7 2.00 31.82 7.69	3 0.86 14.29 3.30	4 1.14 23.53 4.40	27 7.71 25.00 29.67	11 3.14 37.93 12.09	5 1.43 19.23 5.49	91 26.00
	18 5.14	17 4.86	38 10.86	20 5.71	34 9.71	22 6.29	21 6.00	17 4.86	108 30.86	29 8.29	26 7.43	350

QUESTION=19, SECTION=2-IDIMA: I administer special studies and research investigations specific to my program(s).

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	13 3.98 81.25 6.40	12 3.67 66.67 5.91	18 5.50 56.25 8.87	13 3.98 65.00 6.40	0 0.00 0.00 0.00	28 8.56 82.35 13.79	9 2.75 47.37 4.43	16 4.89 76.19 7.88	10 3.06 66.67 4.93	47 14.37 49.47 23.15	21 6.42 65.63 10.34	16 4.89 66.67 7.88	203 62.08
DISAGREE	0 0.00 0.00 0.00	3 0.92 16.67 4.00	9 2.75 28.13 12.00	4 1.22 20.00 5.33	1 0.31 100.00 1.33	4 1.22 11.76 5.33	5 1.53 26.32 6.67	2 0.61 9.52 2.67	3 0.92 20.00 4.00	32 9.79 33.68 42.67	5 1.53 15.63 6.67	7 2.14 29.17 9.33	75 22.94
NEUTRAL	3 0.92 18.75 6.12	3 0.92 16.67 6.12	5 1.53 15.63 10.20	3 0.92 15.00 6.12	0 0.00 0.00 0.00	2 0.61 5.88 4.08	5 1.53 26.32 10.20	3 0.92 14.29 6.12	2 0.61 13.33 4.08	16 4.89 16.84 32.65	6 1.83 18.75 12.24	1 0.31 4.17 2.04	49 14.98
	16 4.89	18 5.50	32 9.79	20 6.12	1 0.31	34 10.40	19 5.81	21 6.42	15 4.59	95 29.05	32 9.79	24 7.34	327

QUESTION=20, SECTION=2-IDIMA: I continue with existing special studies and research investigations that were initiated prior to my arrival in the office.

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	7 2.42 63.64 4.93	7 2.42 46.67 4.93	11 3.81 40.74 7.75	12 4.15 60.00 8.45	0 0.00 0.00 0.00	16 5.54 57.14 11.27	10 3.46 55.56 7.04	8 2.77 40.00 5.63	5 1.73 35.71 3.52	38 13.15 46.34 26.76	17 5.88 58.62 11.97	11 3.81 45.83 7.75	142 49.13
DISAGREE	4 1.38 36.36 4.30	5 1.73 33.33 5.38	13 4.50 48.15 13.98	3 1.04 15.00 3.23	1 0.35 100.00 1.08	6 2.08 21.43 6.45	5 1.73 27.78 5.38	5 1.73 25.00 5.38	5 1.73 35.71 5.38	27 9.34 32.93 29.03	8 2.77 27.59 8.60	11 3.81 45.83 11.83	93 32.18
NEUTRAL	0 0.00 0.00 0.00	3 1.04 20.00 5.56	3 1.04 11.11 5.56	5 1.73 25.00 9.26	0 0.00 0.00 0.00	6 2.08 21.43 11.11	3 1.04 16.67 5.56	7 2.42 35.00 12.96	4 1.38 28.57 7.41	17 5.88 20.73 31.48	4 1.38 13.79 7.41	2 0.69 8.33 3.70	54 18.69
	11 3.81	15 5.19	27 9.34	20 6.92	1 0.35	28 9.69	18 6.23	20 6.92	14 4.84	82 28.37	29 10.03	24 8.30	289

QUESTION=22, SECTION=3-Planning: My Land Use Plan(s) sufficiently describes the Fish, Wildlife, Botany, and Special Status Species resources and establishes clear objectives for the management of these resources in my program(s)

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	1 0.28 5.88 0.73	5 1.39 31.25 3.65	13 3.60 33.33 9.49	7 1.94 31.82 5.11	1 0.28 100.00 0.73	7 1.94 20.59 5.11	10 2.77 41.67 7.30	9 2.49 40.91 6.57	7 1.94 43.75 5.11	58 16.07 53.21 42.34	9 2.49 27.27 6.57	10 2.77 35.71 7.30	137 37.95
DISAGREE	12 3.32 70.59 7.10	9 2.49 56.25 5.33	18 4.99 46.15 10.65	10 2.77 45.45 5.92	0 0.00 0.00 0.00	22 6.09 64.71 13.02	12 3.32 50.00 7.10	11 3.05 50.00 6.51	6 1.66 37.50 3.55	33 9.14 30.28 19.53	20 5.54 60.61 11.83	16 4.43 57.14 9.47	169 46.81
NEUTRAL	4 1.11 23.53 7.27	2 0.55 12.50 3.64	8 2.22 20.51 14.55	5 1.39 22.73 9.09	0 0.00 0.00 0.00	5 1.39 14.71 9.09	2 0.55 8.33 3.64	2 0.55 9.09 3.64	3 0.83 18.75 5.45	18 4.99 16.51 32.73	4 1.11 12.12 7.27	2 0.55 7.14 3.64	55 15.24
	17 4.71	16 4.43	39 10.80	22 6.09	1 0.28	34 9.42	24 6.65	22 6.09	16 4.43	109 30.19	33 9.14	28 7.76	361

QUESTION=23, SECTION=3-Planning: My Land Use Plan(s) incorporates species conservation strategies and recovery objectives/plans for ESA listed, candidate and special status species.

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	0 0.00 0.00 0.00	5 1.40 31.25 3.57	17 4.78 43.59 12.14	7 1.97 33.33 5.00	1 0.28 100.00 0.71	8 2.25 23.53 5.71	6 1.69 25.00 4.29	9 2.53 40.91 6.43	5 1.40 31.25 3.57	63 17.70 57.27 45.00	9 2.53 29.03 6.43	10 2.81 35.71 7.14	140 39.33
DISAGREE	11 3.09 78.57 6.55	10 2.81 62.50 5.95	17 4.78 43.59 10.12	10 2.81 47.62 5.95	0 0.00 0.00 0.00	23 6.46 67.65 13.69	13 3.65 54.17 7.74	10 2.81 45.45 5.95	8 2.25 50.00 4.76	29 8.15 26.36 17.26	19 5.34 61.29 11.31	18 5.06 64.29 10.71	168 47.19
NEUTRAL	3 0.84 21.43 6.25	1 0.28 6.25 2.08	5 1.40 12.82 10.42	4 1.12 19.05 8.33	0 0.00 0.00 0.00	3 0.84 8.82 6.25	5 1.40 20.83 10.42	3 0.84 13.64 6.25	3 0.84 18.75 6.25	18 5.06 16.36 37.50	3 0.84 9.68 6.25	0 0.00 0.00 0.00	48 13.48
	14 3.93	16 4.49	39 10.96	21 5.90	1 0.28	34 9.55	24 6.74	22 6.18	16 4.49	110 30.90	31 8.71	28 7.87	356

QUESTION=24, SECTION=3-Planning: My Land Use Plan(s) is less than 10 years old

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	15 3.99 83.33 4.25	16 4.26 88.89 4.53	37 9.84 97.37 10.48	22 5.85 91.67 6.23	1 0.27 100.00 0.28	33 8.78 91.67 9.35	24 6.38 96.00 6.80	23 6.12 100.00 6.52	16 4.26 94.12 4.53	108 28.72 95.58 30.59	31 8.24 91.18 8.78	27 7.18 93.10 7.65	353 93.88
DISAGREE	1 0.27 5.56 6.67	2 0.53 11.11 13.33	1 0.27 2.63 6.67	2 0.53 8.33 13.33	0 0.00 0.00 0.00	2 0.53 5.56 13.33	1 0.27 4.00 6.67	0 0.00 0.00 0.00	0 0.00 0.00 0.00	2 0.53 1.77 13.33	2 0.53 5.88 13.33	2 0.53 6.90 13.33	15 3.99
NEUTRAL	2 0.53 11.11 25.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.27 2.78 12.50	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.27 5.88 12.50	3 0.80 2.65 37.50	1 0.27 2.94 12.50	0 0.00 0.00 0.00	8 2.13
	18 4.79	18 4.79	38 10.11	24 6.38	1 0.27	36 9.57	25 6.65	23 6.12	17 4.52	113 30.05	34 9.04	29 7.71	376

QUESTION=25, SECTION=3-Planning: All projects generated in my program(s) are covered (if necessary) by sufficient NEPA documentation generated through an Interdisciplinary Team Process.

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	13 3.59 81.25 4.30	18 4.97 100.00 5.96	29 8.01 76.32 9.60	19 5.25 90.48 6.29	1 0.28 100.00 0.33	29 8.01 85.29 9.60	17 4.70 70.83 5.63	16 4.42 76.19 5.30	11 3.04 64.71 3.64	97 26.80 87.39 32.12	26 7.18 81.25 8.61	26 7.18 89.66 8.61	302 83.43
DISAGREE	1 0.28 6.25 2.44	0 0.00 0.00 0.00	6 1.66 15.79 14.63	2 0.55 9.52 4.88	0 0.00 0.00 0.00	4 1.10 11.76 9.76	5 1.38 20.83 12.20	4 1.10 19.05 9.76	6 1.66 35.29 14.63	8 2.21 7.21 19.51	3 0.83 9.38 7.32	2 0.55 6.90 4.88	41 11.33
NEUTRAL	2 0.55 12.50 10.53	0 0.00 0.00 0.00	3 0.83 7.89 15.79	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.28 2.94 5.26	2 0.55 8.33 10.53	1 0.28 4.76 5.26	0 0.00 0.00 0.00	6 1.66 5.41 31.58	3 0.83 9.38 15.79	1 0.28 3.45 5.26	19 5.25
	16 4.42	18 4.97	38 10.50	21 5.80	1 0.28	34 9.39	24 6.63	21 5.80	17 4.70	111 30.66	32 8.84	29 8.01	362

QUESTION=26, SECTION=3-Planning: My office participates in the development of species conservation strategies and formal species recovery plans.

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	3 0.84 23.08 1.27	15 4.18 83.33 6.33	29 8.08 74.36 12.24	16 4.46 66.67 6.75	0 0.00 0.00 0.00	25 6.96 71.43 10.55	18 5.01 72.00 7.59	7 1.95 35.00 2.95	14 3.90 82.35 5.91	71 19.78 65.74 29.96	21 5.85 65.63 8.86	18 5.01 66.67 7.59	237 66.02
DISAGREE	5 1.39 38.46 7.58	0 0.00 0.00 0.00	7 1.95 17.95 10.61	5 1.39 20.83 7.58	0 0.00 0.00 0.00	9 2.51 25.71 13.64	5 1.39 20.00 7.58	7 1.95 35.00 10.61	1 0.28 5.88 1.52	15 4.18 13.89 22.73	4 1.11 12.50 6.06	8 2.23 29.63 12.12	66 18.38
NEUTRAL	5 1.39 38.46 8.93	3 0.84 16.67 5.36	3 0.84 7.69 5.36	3 0.84 12.50 5.36	1 0.28 100.00 1.79	1 0.28 2.86 1.79	2 0.56 8.00 3.57	6 1.67 30.00 10.71	2 0.56 11.76 3.57	22 6.13 20.37 39.29	7 1.95 21.88 12.50	1 0.28 3.70 1.79	56 15.60
	13 3.62	18 5.01	39 10.86	24 6.69	1 0.28	35 9.75	25 6.96	20 5.57	17 4.74	108 30.08	32 8.91	27 7.52	359

QUESTION=28, SECTION=4-PI: My office has an active restoration program

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	4 1.10 25.00 1.95	11 3.04 64.71 5.37	24 6.63 63.16 11.71	10 2.76 45.45 4.88	23 6.35 67.65 11.22	8 2.21 33.33 3.90	12 3.31 52.17 5.85	11 3.04 64.71 5.37	72 19.89 64.86 35.12	18 4.97 54.55 8.78	12 3.31 44.44 5.85	205 56.63
DISAGREE	8 2.21 50.00 8.70	2 0.55 11.76 2.17	6 1.66 15.79 6.52	7 1.93 31.82 7.61	8 2.21 23.53 8.70	9 2.49 37.50 9.78	7 1.93 30.43 7.61	4 1.10 23.53 4.35	23 6.35 20.72 25.00	7 1.93 21.21 7.61	11 3.04 40.74 11.96	92 25.41
NEUTRAL	4 1.10 25.00 6.15	4 1.10 23.53 6.15	8 2.21 21.05 12.31	5 1.38 22.73 7.69	3 0.83 8.82 4.62	7 1.93 29.17 10.77	4 1.10 17.39 6.15	2 0.55 11.76 3.08	16 4.42 14.41 24.62	8 2.21 24.24 12.31	4 1.10 14.81 6.15	65 17.96
	16 4.42	17 4.70	38 10.50	22 6.08	34 9.39	24 6.63	23 6.35	17 4.70	111 30.66	33 9.12	27 7.46	362

QUESTION=29, SECTION=4-PI: Restoration objectives are accomplished by changing the management or implementation of other programs

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	2 0.58 13.33 1.01	12 3.48 75.00 6.06	26 7.54 70.27 13.13	12 3.48 60.00 6.06	21 6.09 63.64 10.61	12 3.48 54.55 6.06	12 3.48 52.17 6.06	10 2.90 62.50 5.05	64 18.55 59.26 32.32	13 3.77 41.94 6.57	14 4.06 58.33 7.07	198 57.39
DISAGREE	5 1.45 33.33 6.25	3 0.87 18.75 3.75	7 2.03 18.92 8.75	4 1.16 20.00 5.00	8 2.32 24.24 10.00	4 1.16 18.18 5.00	8 2.32 34.78 10.00	5 1.45 31.25 6.25	20 5.80 18.52 25.00	9 2.61 29.03 11.25	7 2.03 29.17 8.75	80 23.19
NEUTRAL	8 2.32 53.33 11.94	1 0.29 6.25 1.49	4 1.16 10.81 5.97	4 1.16 20.00 5.97	4 1.16 12.12 5.97	6 1.74 27.27 8.96	3 0.87 13.04 4.48	1 0.29 6.25 1.49	24 6.96 22.22 35.82	9 2.61 29.03 13.43	3 0.87 12.50 4.48	67 19.42
	15 4.35	16 4.64	37 10.72	20 5.80	33 9.57	22 6.38	23 6.67	16 4.64	108 31.30	31 8.99	24 6.96	345

QUESTION=30, SECTION=4-PI: Restoration objectives are accomplished with structural or habitat enhancement

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 1.71 42.86 2.49	12 3.42 75.00 4.98	28 7.98 71.79 11.62	14 3.99 63.64 5.81	17 4.84 51.52 7.05	14 3.99 63.64 5.81	16 4.56 72.73 6.64	12 3.42 70.59 4.98	87 24.79 79.09 36.10	19 5.41 57.58 7.88	16 4.56 69.57 6.64	241 68.66
DISAGREE	2 0.57 14.29 4.55	2 0.57 12.50 4.55	3 0.85 7.69 6.82	6 1.71 27.27 13.64	6 1.71 18.18 13.64	0 0.00 0.00 0.00	3 0.85 13.64 6.82	4 1.14 23.53 9.09	6 1.71 5.45 13.64	7 1.99 21.21 15.91	5 1.42 21.74 11.36	44 12.54
NEUTRAL	6 1.71 42.86 9.09	2 0.57 12.50 3.03	8 2.28 20.51 12.12	2 0.57 9.09 3.03	10 2.85 30.30 15.15	8 2.28 36.36 12.12	3 0.85 13.64 4.55	1 0.28 5.88 1.52	17 4.84 15.45 25.76	7 1.99 21.21 10.61	2 0.57 8.70 3.03	66 18.80
	14 3.99	16 4.56	39 11.11	22 6.27	33 9.40	22 6.27	22 6.27	17 4.84	110 31.34	33 9.40	23 6.55	351

QUESTION=31, SECTION=4-PI: Restoration actions are prioritized, planned, and carried out within a broad-scale context, such as watershed analysis or bioregional assessments.

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	2 0.57 14.29 1.61	7 2.01 43.75 5.65	12 3.45 30.77 9.68	6 1.72 28.57 4.84	9 2.59 26.47 7.26	5 1.44 22.73 4.03	4 1.15 19.05 3.23	5 1.44 29.41 4.03	58 16.67 52.73 46.77	7 2.01 22.58 5.65	9 2.59 39.13 7.26	124 35.63
DISAGREE	7 2.01 50.00 5.07	4 1.15 25.00 2.90	18 5.17 46.15 13.04	8 2.30 38.10 5.80	16 4.60 47.06 11.59	11 3.16 50.00 7.97	10 2.87 47.62 7.25	9 2.59 52.94 6.52	29 8.33 26.36 21.01	14 4.02 45.16 10.14	12 3.45 52.17 8.70	138 39.66
NEUTRAL	5 1.44 35.71 5.81	5 1.44 31.25 5.81	9 2.59 23.08 10.47	7 2.01 33.33 8.14	9 2.59 26.47 10.47	6 1.72 27.27 6.98	7 2.01 33.33 8.14	3 0.86 17.65 3.49	23 6.61 20.91 26.74	10 2.87 32.26 11.63	2 0.57 8.70 2.33	86 24.71
	14 4.02	16 4.60	39 11.21	21 6.03	34 9.77	22 6.32	21 6.03	17 4.89	110 31.61	31 8.91	23 6.61	348

QUESTION=32, SECTION=4-PI: Restoration actions are developed opportunistically unrelated to a broad-scale plan or assessment

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	9 2.69 69.23 4.79	5 1.50 35.71 2.66	23 6.89 62.16 12.23	11 3.29 57.89 5.85	20 5.99 58.82 10.64	15 4.49 78.95 7.98	9 2.69 42.86 4.79	10 2.99 58.82 5.32	51 15.27 49.04 27.13	18 5.39 56.25 9.57	17 5.09 70.83 9.04	188 56.29
DISAGREE	1 0.30 7.69 1.43	4 1.20 28.57 5.71	6 1.80 16.22 8.57	3 0.90 15.79 4.29	9 2.69 26.47 12.86	1 0.30 5.26 1.43	6 1.80 28.57 8.57	4 1.20 23.53 5.71	27 8.08 25.96 38.57	6 1.80 18.75 8.57	3 0.90 12.50 4.29	70 20.96
NEUTRAL	3 0.90 23.08 3.95	5 1.50 35.71 6.58	8 2.40 21.62 10.53	5 1.50 26.32 6.58	5 1.50 14.71 6.58	3 0.90 15.79 3.95	6 1.80 28.57 7.89	3 0.90 17.65 3.95	26 7.78 25.00 34.21	8 2.40 25.00 10.53	4 1.20 16.67 5.26	76 22.75
	13 3.89	14 4.19	37 11.08	19 5.69	34 10.18	19 5.69	21 6.29	17 5.09	104 31.14	32 9.58	24 7.19	334

QUESTION=33, SECTION=4-PI: Restoration actions are prioritized and fit within the Priority Watershed context established in the Clean Water Action Plan.

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	0 0.00 0.00 0.00	0 0.00 0.00 0.00	4 1.41 13.79 6.15	2 0.70 11.11 3.08	9 3.17 30.00 13.85	2 0.70 10.53 3.08	4 1.41 20.00 6.15	4 1.41 28.57 6.15	31 10.92 35.63 47.69	4 1.41 14.81 6.15	5 1.76 33.33 7.69	65 22.89
DISAGREE	6 2.11 50.00 4.80	5 1.76 38.46 4.00	18 6.34 62.07 14.40	12 4.23 66.67 9.60	16 5.63 53.33 12.80	10 3.52 52.63 8.00	8 2.82 40.00 6.40	7 2.46 50.00 5.60	26 9.15 29.89 20.80	13 4.58 48.15 10.40	4 1.41 26.67 3.20	125 44.01
NEUTRAL	6 2.11 50.00 6.38	8 2.82 61.54 8.51	7 2.46 24.14 7.45	4 1.41 22.22 4.26	5 1.76 16.67 5.32	7 2.46 36.84 7.45	8 2.82 40.00 8.51	3 1.06 21.43 3.19	30 10.56 34.48 31.91	10 3.52 37.04 10.64	6 2.11 40.00 6.38	94 33.10
	12 4.23	13 4.58	29 10.21	18 6.34	30 10.56	19 6.69	20 7.04	14 4.93	87 30.63	27 9.51	15 5.28	284

QUESTION=34, SECTION=4-PI: Restoration projects are developed primarily to benefit listed species.

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	0 0.00 0.00 0.00	6 1.76 35.29 5.13	14 4.11 36.84 11.97	4 1.17 19.05 3.42	13 3.81 37.14 11.11	4 1.17 19.05 3.42	5 1.47 25.00 4.27	6 1.76 35.29 5.13	53 15.54 48.62 45.30	8 2.35 26.67 6.84	4 1.17 18.18 3.42	117 34.31
DISAGREE	7 2.05 63.64 4.90	7 2.05 41.18 4.90	18 5.28 47.37 12.59	11 3.23 52.38 7.69	18 5.28 51.43 12.59	9 2.64 42.86 6.29	9 2.64 45.00 6.29	6 1.76 35.29 4.20	32 9.38 29.36 22.38	13 3.81 43.33 9.09	13 3.81 59.09 9.09	143 41.94
NEUTRAL	4 1.17 36.36 4.94	4 1.17 23.53 4.94	6 1.76 15.79 7.41	6 1.76 28.57 7.41	4 1.17 11.43 4.94	8 2.35 38.10 9.88	6 1.76 30.00 7.41	5 1.47 29.41 6.17	24 7.04 22.02 29.63	9 2.64 30.00 11.11	5 1.47 22.73 6.17	81 23.75
	11 3.23	17 4.99	38 11.14	21 6.16	35 10.26	21 6.16	20 5.87	17 4.99	109 31.96	30 8.80	22 6.45	341

QUESTION=35, SECTION=4-PI: Interdisciplinary input is used to design restoration actions (e.g. botanists prescribe native plants for any terrestrial restoration projects).

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 1.72 46.15 2.44	11 3.16 68.75 4.47	30 8.62 76.92 12.20	12 3.45 57.14 4.88	25 7.18 73.53 10.16	14 4.02 60.87 5.69	10 2.87 50.00 4.07	10 2.87 58.82 4.07	86 24.71 78.18 34.96	25 7.18 78.13 10.16	17 4.89 73.91 6.91	246 70.69
DISAGREE	2 0.57 15.38 4.35	3 0.86 18.75 6.52	5 1.44 12.82 10.87	4 1.15 19.05 8.70	6 1.72 17.65 13.04	6 1.72 26.09 13.04	5 1.44 25.00 10.87	5 1.44 29.41 10.87	7 2.01 6.36 15.22	0 0.00 0.00 0.00	3 0.86 13.04 6.52	46 13.22
NEUTRAL	5 1.44 38.46 8.93	2 0.57 12.50 3.57	4 1.15 10.26 7.14	5 1.44 23.81 8.93	3 0.86 8.82 5.36	3 0.86 13.04 5.36	5 1.44 25.00 8.93	2 0.57 11.76 3.57	17 4.89 15.45 30.36	7 2.01 21.88 12.50	3 0.86 13.04 5.36	56 16.09
	13 3.74	16 4.60	39 11.21	21 6.03	34 9.77	23 6.61	20 5.75	17 4.89	110 31.61	32 9.20	23 6.61	348

QUESTION=37, SECTION=5-ISOBLMP: The resource(s) I manage are carefully considered in other Bureau programs

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	7 1.94 38.89 3.10	13 3.61 72.22 5.75	24 6.67 64.86 10.62	14 3.89 63.64 6.19	1 0.28 100.00 0.44	21 5.83 58.33 9.29	15 4.17 62.50 6.64	8 2.22 38.10 3.54	10 2.78 58.82 4.42	74 20.56 69.16 32.74	18 5.00 60.00 7.96	21 5.83 72.41 9.29	226 62.78
DISAGREE	2 0.56 11.11 2.99	2 0.56 11.11 2.99	10 2.78 27.03 14.93	4 1.11 18.18 5.97	0 0.00 0.00 0.00	7 1.94 19.44 10.45	6 1.67 25.00 8.96	11 3.06 52.38 16.42	3 0.83 17.65 4.48	13 3.61 12.15 19.40	5 1.39 16.67 7.46	4 1.11 13.79 5.97	67 18.61
NEUTRAL	9 2.50 50.00 13.43	3 0.83 16.67 4.48	3 0.83 8.11 4.48	4 1.11 18.18 5.97	0 0.00 0.00 0.00	8 2.22 22.22 11.94	3 0.83 12.50 4.48	2 0.56 9.52 2.99	4 1.11 23.53 5.97	20 5.56 18.69 29.85	7 1.94 23.33 10.45	4 1.11 13.79 5.97	67 18.61
	18 5.00	18 5.00	37 10.28	22 6.11	1 0.28	36 10.00	24 6.67	21 5.83	17 4.72	107 29.72	30 8.33	29 8.06	360

QUESTION=38, SECTION=5-ISOBLMP: When needed, my office makes changes in the management of other programs (e.g., grazing, timber harvest, mining) to meet the management objectives for program(s) I manage.

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 1.66 33.33 2.88	7 1.94 41.18 3.37	24 6.65 63.16 11.54	13 3.60 61.90 6.25	1 0.28 100.00 0.48	19 5.26 54.29 9.13	14 3.88 58.33 6.73	9 2.49 45.00 4.33	8 2.22 47.06 3.85	74 20.50 67.89 35.58	15 4.16 46.88 7.21	18 4.99 62.07 8.65	208 57.62
DISAGREE	7 1.94 38.89 8.14	3 0.83 17.65 3.49	8 2.22 21.05 9.30	6 1.66 28.57 6.98	0 0.00 0.00 0.00	9 2.49 25.71 10.47	6 1.66 25.00 6.98	11 3.05 55.00 12.79	5 1.39 29.41 5.81	13 3.60 11.93 15.12	12 3.32 37.50 13.95	6 1.66 20.69 6.98	86 23.82
NEUTRAL	5 1.39 27.78 7.46	7 1.94 41.18 10.45	6 1.66 15.79 8.96	2 0.55 9.52 2.99	0 0.00 0.00 0.00	7 1.94 20.00 10.45	4 1.11 16.67 5.97	0 0.00 0.00 0.00	4 1.11 23.53 5.97	22 6.09 20.18 32.84	5 1.39 15.63 7.46	5 1.39 17.24 7.46	67 18.56
	18 4.99	17 4.71	38 10.53	21 5.82	1 0.28	35 9.70	24 6.65	20 5.54	17 4.71	109 30.19	32 8.86	29 8.03	361

QUESTION=39, SECTION=5-ISOBLMP: Special Status Species needs for conservation and/or recovery take precedence over other management programs in my office.

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	1 0.28 7.14 0.76	5 1.38 27.78 3.82	19 5.25 50.00 14.50	8 2.21 33.33 6.11	1 0.28 100.00 0.76	10 2.76 27.78 7.63	7 1.93 29.17 5.34	8 2.21 38.10 6.11	6 1.66 35.29 4.58	49 13.54 44.55 37.40	7 1.93 22.58 5.34	10 2.76 35.71 7.63	131 36.19
DISAGREE	4 1.10 28.57 2.90	8 2.21 44.44 5.80	14 3.87 36.84 10.14	11 3.04 45.83 7.97	0 0.00 0.00 0.00	15 4.14 41.67 10.87	10 2.76 41.67 7.25	9 2.49 42.86 6.52	8 2.21 47.06 5.80	33 9.12 30.00 23.91	16 4.42 51.61 11.59	10 2.76 35.71 7.25	138 38.12
NEUTRAL	9 2.49 64.29 9.68	5 1.38 27.78 5.38	5 1.38 13.16 5.38	5 1.38 20.83 5.38	0 0.00 0.00 0.00	11 3.04 30.56 11.83	7 1.93 29.17 7.53	4 1.10 19.05 4.30	3 0.83 17.65 3.23	28 7.73 25.45 30.11	8 2.21 25.81 8.60	8 2.21 28.57 8.60	93 25.69
	14 3.87	18 4.97	38 10.50	24 6.63	1 0.28	36 9.94	24 6.63	21 5.80	17 4.70	110 30.39	31 8.56	28 7.73	362

QUESTION=40, SECTION=5-ISOBLMP: I have adequate time and resources to represent my program(s) when supporting other Bureau programs

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	5 1.39 29.41 5.68	5 1.39 29.41 5.68	6 1.67 16.22 6.82	2 0.56 8.70 2.27	1 0.28 100.00 1.14	11 3.06 30.56 12.50	8 2.23 33.33 9.09	2 0.56 8.70 2.27	5 1.39 31.25 5.68	32 8.91 30.48 36.36	5 1.39 16.13 5.68	6 1.67 20.69 6.82	88 24.51
DISAGREE	8 2.23 47.06 3.98	8 2.23 47.06 3.98	23 6.41 62.16 11.44	15 4.18 65.22 7.46	0 0.00 0.00 0.00	20 5.57 55.56 9.95	13 3.62 54.17 6.47	16 4.46 69.57 7.96	7 1.95 43.75 3.48	50 13.93 47.62 24.88	22 6.13 70.97 10.95	19 5.29 65.52 9.45	201 55.99
NEUTRAL	4 1.11 23.53 5.71	4 1.11 23.53 5.71	8 2.23 21.62 11.43	6 1.67 26.09 8.57	0 0.00 0.00 0.00	5 1.39 13.89 7.14	3 0.84 12.50 4.29	5 1.39 21.74 7.14	4 1.11 25.00 5.71	23 6.41 21.90 32.86	4 1.11 12.90 5.71	4 1.11 13.79 5.71	70 19.50
	17 4.74	17 4.74	37 10.31	23 6.41	1 0.28	36 10.03	24 6.69	23 6.41	16 4.46	105 29.25	31 8.64	29 8.08	359

QUESTION=42, SECTION=6-Monitoring: My office has (a) formalized monitoring program(s) for the resources I manage (i.e. when I leave, the program(s) will persist)

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	7 1.96 38.89 5.11	7 1.96 41.18 5.11	5 1.40 13.51 3.65	10 2.79 47.62 7.30	0 0.00 0.00 0.00	10 2.79 29.41 7.30	6 1.68 26.09 4.38	7 1.96 31.82 5.11	12 3.35 70.59 8.76	51 14.25 46.36 37.23	10 2.79 32.26 7.30	12 3.35 44.44 8.76	137 38.27
DISAGREE	9 2.51 50.00 6.16	7 1.96 41.18 4.79	19 5.31 51.35 13.01	9 2.51 42.86 6.16	1 0.28 100.00 0.68	14 3.91 41.18 9.59	10 2.79 43.48 6.85	11 3.07 50.00 7.53	3 0.84 17.65 2.05	39 10.89 35.45 26.71	12 3.35 38.71 8.22	12 3.35 44.44 8.22	146 40.78
NEUTRAL	2 0.56 11.11 2.67	3 0.84 17.65 4.00	13 3.63 35.14 17.33	2 0.56 9.52 2.67	0 0.00 0.00 0.00	10 2.79 29.41 13.33	7 1.96 30.43 9.33	4 1.12 18.18 5.33	2 0.56 11.76 2.67	20 5.59 18.18 26.67	9 2.51 29.03 12.00	3 0.84 11.11 4.00	75 20.95
	18 5.03	17 4.75	37 10.34	21 5.87	1 0.28	34 9.50	23 6.42	22 6.15	17 4.75	110 30.73	31 8.66	27 7.54	358

QUESTION=43, SECTION=6-Monitoring: My monitoring program(s) is(are) integrated with other monitoring programs in the office

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	5 1.42 29.41 4.39	4 1.13 23.53 3.51	8 2.27 20.51 7.02	10 2.83 47.62 8.77	1 0.28 100.00 0.88	12 3.40 34.29 10.53	8 2.27 34.78 7.02	5 1.42 23.81 4.39	10 2.83 66.67 8.77	34 9.63 31.78 29.82	7 1.98 23.33 6.14	10 2.83 37.04 8.77	114 32.29
DISAGREE	9 2.55 52.94 5.92	8 2.27 47.06 5.26	19 5.38 48.72 12.50	7 1.98 33.33 4.61	0 0.00 0.00 0.00	13 3.68 37.14 8.55	11 3.12 47.83 7.24	13 3.68 61.90 8.55	4 1.13 26.67 2.63	44 12.46 41.12 28.95	13 3.68 43.33 8.55	11 3.12 40.74 7.24	152 43.06
NEUTRAL	3 0.85 17.65 3.45	5 1.42 29.41 5.75	12 3.40 30.77 13.79	4 1.13 19.05 4.60	0 0.00 0.00 0.00	10 2.83 28.57 11.49	4 1.13 17.39 4.60	3 0.85 14.29 3.45	1 0.28 6.67 1.15	29 8.22 27.10 33.33	10 2.83 33.33 11.49	6 1.70 22.22 6.90	87 24.65
	17 4.82	17 4.82	39 11.05	21 5.95	1 0.28	35 9.92	23 6.52	21 5.95	15 4.25	107 30.31	30 8.50	27 7.65	353

QUESTION=44, SECTION=6-Monitoring: My monitoring program(s) is(are) a component of a larger monitoring effort

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 1.73 37.50 4.14	10 2.88 58.82 6.90	10 2.88 26.32 6.90	16 4.61 72.73 11.03	13 3.75 37.14 8.97	8 2.31 34.78 5.52	5 1.44 26.32 3.45	11 3.17 68.75 7.59	48 13.83 45.28 33.10	7 2.02 24.14 4.83	11 3.17 42.31 7.59	145 41.79
DISAGREE	6 1.73 37.50 4.76	4 1.15 23.53 3.17	19 5.48 50.00 15.08	2 0.58 9.09 1.59	17 4.90 48.57 13.49	8 2.31 34.78 6.35	11 3.17 57.89 8.73	4 1.15 25.00 3.17	34 9.80 32.08 26.98	11 3.17 37.93 8.73	10 2.88 38.46 7.94	126 36.31
NEUTRAL	4 1.15 25.00 5.26	3 0.86 17.65 3.95	9 2.59 23.68 11.84	4 1.15 18.18 5.26	5 1.44 14.29 6.58	7 2.02 30.43 9.21	3 0.86 15.79 3.95	1 0.29 6.25 1.32	24 6.92 22.64 31.58	11 3.17 37.93 14.47	5 1.44 19.23 6.58	76 21.90
	16 4.61	17 4.90	38 10.95	22 6.34	35 10.09	23 6.63	19 5.48	16 4.61	106 30.55	29 8.36	26 7.49	347

QUESTION=45, SECTION=6-Monitoring: My monitoring program(s) utilize(s) BLM corporate data standards

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	8 2.79 57.14 5.63	11 3.83 78.57 7.75	9 3.14 31.03 6.34	7 2.44 41.18 4.93	15 5.23 51.72 10.56	8 2.79 44.44 5.63	6 2.09 31.58 4.23	9 3.14 75.00 6.34	48 16.72 54.55 33.80	12 4.18 48.00 8.45	9 3.14 40.91 6.34	142 49.48
DISAGREE	1 0.35 7.14 1.72	1 0.35 7.14 1.72	9 3.14 31.03 15.52	3 1.05 17.65 5.17	8 2.79 27.59 13.79	6 2.09 33.33 10.34	5 1.74 26.32 8.62	2 0.70 16.67 3.45	13 4.53 14.77 22.41	5 1.74 20.00 8.62	5 1.74 22.73 8.62	58 20.21
NEUTRAL	5 1.74 35.71 5.75	2 0.70 14.29 2.30	11 3.83 37.93 12.64	7 2.44 41.18 8.05	6 2.09 20.69 6.90	4 1.39 22.22 4.60	8 2.79 42.11 9.20	1 0.35 8.33 1.15	27 9.41 30.68 31.03	8 2.79 32.00 9.20	8 2.79 36.36 9.20	87 30.31
	14 4.88	14 4.88	29 10.10	17 5.92	29 10.10	18 6.27	19 6.62	12 4.18	88 30.66	25 8.71	22 7.67	287

QUESTION=46, SECTION=6-Monitoring: Data collected in my monitoring program(s) is(are) quantifiable and repeatable

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	15 4.44 100.00 6.28	14 4.14 82.35 5.86	23 6.80 60.53 9.62	15 4.44 68.18 6.28	27 7.99 79.41 11.30	13 3.85 59.09 5.44	11 3.25 55.00 4.60	14 4.14 87.50 5.86	70 20.71 67.96 29.29	19 5.62 67.86 7.95	18 5.33 78.26 7.53	239 70.71
DISAGREE	0 0.00 0.00 0.00	0 0.00 0.00 0.00	4 1.18 10.53 15.38	0 0.00 0.00 0.00	3 0.89 8.82 11.54	4 1.18 18.18 15.38	1 0.30 5.00 3.85	0 0.00 0.00 0.00	11 3.25 10.68 42.31	2 0.59 7.14 7.69	1 0.30 4.35 3.85	26 7.69
NEUTRAL	0 0.00 0.00 0.00	3 0.89 17.65 4.11	11 3.25 28.95 15.07	7 2.07 31.82 9.59	4 1.18 11.76 5.48	5 1.48 22.73 6.85	8 2.37 40.00 10.96	2 0.59 12.50 2.74	22 6.51 21.36 30.14	7 2.07 25.00 9.59	4 1.18 17.39 5.48	73 21.60
	15 4.44	17 5.03	38 11.24	22 6.51	34 10.06	22 6.51	20 5.92	16 4.73	103 30.47	28 8.28	23 6.80	338

QUESTION=47, SECTION=6-Monitoring: My monitoring results are analyzed, summarized, and reported to management, cooperative partners, or professional peers every year.

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	10 2.95 62.50 7.30	8 2.36 47.06 5.84	16 4.72 42.11 11.68	2 0.59 9.52 1.46	16 4.72 45.71 11.68	7 2.06 31.82 5.11	5 1.47 23.81 3.65	10 2.95 66.67 7.30	46 13.57 45.10 33.58	8 2.36 27.59 5.84	9 2.65 39.13 6.57	137 40.41
DISAGREE	5 1.47 31.25 3.68	3 0.88 17.65 2.21	13 3.83 34.21 9.56	12 3.54 57.14 8.82	15 4.42 42.86 11.03	12 3.54 54.55 8.82	10 2.95 47.62 7.35	4 1.18 26.67 2.94	40 11.80 39.22 29.41	14 4.13 48.28 10.29	8 2.36 34.78 5.88	136 40.12
NEUTRAL	1 0.29 6.25 1.52	6 1.77 35.29 9.09	9 2.65 23.68 13.64	7 2.06 33.33 10.61	4 1.18 11.43 6.06	3 0.88 13.64 4.55	6 1.77 28.57 9.09	1 0.29 6.67 1.52	16 4.72 15.69 24.24	7 2.06 24.14 10.61	6 1.77 26.09 9.09	66 19.47
	16 4.72	17 5.01	38 11.21	21 6.19	35 10.32	22 6.49	21 6.19	15 4.42	102 30.09	29 8.55	23 6.78	339

QUESTION=49, SECTION=7-Compliance: All discretionary BLM actions that affect ESA listed species or have the potential to adversely modify designated critical habitat have completed consultations prior to action implementation.

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	9 2.58 81.82 3.09	13 3.72 81.25 4.47	26 7.45 70.27 8.93	15 4.30 75.00 5.15	1 0.29 100.00 0.34	24 6.88 72.73 8.25	15 4.30 71.43 5.15	18 5.16 81.82 6.19	13 3.72 76.47 4.47	106 30.37 95.50 36.43	24 6.88 77.42 8.25	27 7.74 93.10 9.28	291 83.38
DISAGREE	0 0.00 0.00 0.00	2 0.57 12.50 5.41	6 1.72 16.22 16.22	3 0.86 15.00 8.11	0 0.00 0.00 0.00	7 2.01 21.21 18.92	3 0.86 14.29 8.11	3 0.86 13.64 8.11	3 0.86 17.65 8.11	3 0.86 2.70 8.11	5 1.43 16.13 13.51	2 0.57 6.90 5.41	37 10.60
NEUTRAL	2 0.57 18.18 9.52	1 0.29 6.25 4.76	5 1.43 13.51 23.81	2 0.57 10.00 9.52	0 0.00 0.00 0.00	2 0.57 6.06 9.52	3 0.86 14.29 14.29	1 0.29 4.55 4.76	1 0.29 5.88 4.76	2 0.57 1.80 9.52	2 0.57 6.45 9.52	0 0.00 0.00 0.00	21 6.02
	11 3.15	16 4.58	37 10.60	20 5.73	1 0.29	33 9.46	21 6.02	22 6.30	17 4.87	111 31.81	31 8.88	29 8.31	349

QUESTION=50, SECTION=7-Compliance: ESA section 7 consultation on my Land Use Plan is current and up-to-date.

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	4 1.20 33.33 2.15	13 3.92 86.67 6.99	13 3.92 33.33 6.99	4 1.20 25.00 2.15	1 0.30 100.00 0.54	8 2.41 23.53 4.30	11 3.31 52.38 5.91	17 5.12 73.91 9.14	5 1.51 38.46 2.69	85 25.60 81.73 45.70	13 3.92 46.43 6.99	12 3.61 46.15 6.45	186 56.02
DISAGREE	7 2.11 58.33 5.60	2 0.60 13.33 1.60	21 6.33 53.85 16.80	11 3.31 68.75 8.80	0 0.00 0.00 0.00	22 6.63 64.71 17.60	9 2.71 42.86 7.20	5 1.51 21.74 4.00	8 2.41 61.54 6.40	14 4.22 13.46 11.20	13 3.92 46.43 10.40	13 3.92 50.00 10.40	125 37.65
NEUTRAL	1 0.30 8.33 4.76	0 0.00 0.00 0.00	5 1.51 12.82 23.81	1 0.30 6.25 4.76	0 0.00 0.00 0.00	4 1.20 11.76 19.05	1 0.30 4.76 4.76	1 0.30 4.35 4.76	0 0.00 0.00 0.00	5 1.51 4.81 23.81	2 0.60 7.14 9.52	1 0.30 3.85 4.76	21 6.33
	12 3.61	15 4.52	39 11.75	16 4.82	1 0.30	34 10.24	21 6.33	23 6.93	13 3.92	104 31.33	28 8.43	26 7.83	332

QUESTION=51, SECTION=7-Compliance: My office is using, or has committed to use, the National Memorandum Of Agreement (MOA) for Streamlining Procedures to complete consultation on Land Use Plans

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	9 3.50 69.23 4.64	14 5.45 93.33 7.22	13 5.06 44.83 6.70	4 1.56 50.00 2.06	0 0.00 0.00 0.00	22 8.56 75.86 11.34	9 3.50 60.00 4.64	13 5.06 72.22 6.70	5 1.95 55.56 2.58	75 29.18 92.59 38.66	15 5.84 71.43 7.73	15 5.84 83.33 7.73	194 75.49
DISAGREE	1 0.39 7.69 3.23	0 0.00 0.00 0.00	10 3.89 34.48 32.26	2 0.78 25.00 6.45	0 0.00 0.00 0.00	7 2.72 24.14 22.58	3 1.17 20.00 9.68	2 0.78 11.11 6.45	3 1.17 33.33 9.68	0 0.00 0.00 0.00	2 0.78 9.52 6.45	1 0.39 5.56 3.23	31 12.06
NEUTRAL	3 1.17 23.08 9.38	1 0.39 6.67 3.13	6 2.33 20.69 18.75	2 0.78 25.00 6.25	1 0.39 100.00 3.13	0 0.00 0.00 0.00	3 1.17 20.00 9.38	3 1.17 16.67 9.38	1 0.39 11.11 3.13	6 2.33 7.41 18.75	4 1.56 19.05 12.50	2 0.78 11.11 6.25	32 12.45
	13 5.06	15 5.84	29 11.28	8 3.11	1 0.39	29 11.28	15 5.84	18 7.00	9 3.50	81 31.52	21 8.17	18 7.00	257

QUESTION=52, SECTION=7-Compliance: I utilize the National Memorandum of Agreement (MOA) for Streamlining Procedures to complete consultation on projects and programmatic actions

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	1 0.36 11.11 0.61	15 5.45 88.24 9.20	12 4.36 38.71 7.36	6 2.18 40.00 3.68	0 0.00 0.00 0.00	18 6.55 60.00 11.04	8 2.91 72.73 4.91	8 2.91 42.11 4.91	3 1.09 23.08 1.84	67 24.36 83.75 41.10	13 4.73 50.00 7.98	12 4.36 52.17 7.36	163 59.27
DISAGREE	2 0.73 22.22 3.28	0 0.00 0.00 0.00	14 5.09 45.16 22.95	6 2.18 40.00 9.84	0 0.00 0.00 0.00	7 2.55 23.33 11.48	2 0.73 18.18 3.28	5 1.82 26.32 8.20	7 2.55 53.85 11.48	4 1.45 5.00 6.56	8 2.91 30.77 13.11	6 2.18 26.09 9.84	61 22.18
NEUTRAL	6 2.18 66.67 11.76	2 0.73 11.76 3.92	5 1.82 16.13 9.80	3 1.09 20.00 5.88	1 0.36 100.00 1.96	5 1.82 16.67 9.80	1 0.36 9.09 1.96	6 2.18 31.58 11.76	3 1.09 23.08 5.88	9 3.27 11.25 17.65	5 1.82 19.23 9.80	5 1.82 21.74 9.80	51 18.55
	9 3.27	17 6.18	31 11.27	15 5.45	1 0.36	30 10.91	11 4.00	19 6.91	13 4.73	80 29.09	26 9.45	23 8.36	275

QUESTION=53, SECTION=7-Compliance: I find the streamlining procedures helpful in completing consultation

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	2 0.80 28.57 1.72	7 2.81 43.75 6.03	9 3.61 31.03 7.76	4 1.61 36.36 3.45	0 0.00 0.00 0.00	16 6.43 59.26 13.79	6 2.41 50.00 5.17	7 2.81 36.84 6.03	1 0.40 12.50 0.86	45 18.07 55.56 38.79	9 3.61 47.37 7.76	10 4.02 52.63 8.62	116 46.59
DISAGREE	1 0.40 14.29 1.89	2 0.80 12.50 3.77	9 3.61 31.03 16.98	3 1.20 27.27 5.66	0 0.00 0.00 0.00	7 2.81 25.93 13.21	1 0.40 8.33 1.89	7 2.81 36.84 13.21	1 0.40 12.50 1.89	18 7.23 22.22 33.96	3 1.20 15.79 5.66	1 0.40 5.26 1.89	53 21.29
NEUTRAL	4 1.61 57.14 5.00	7 2.81 43.75 8.75	11 4.42 37.93 13.75	4 1.61 36.36 5.00	1 0.40 100.00 1.25	4 1.61 14.81 5.00	5 2.01 41.67 6.25	5 2.01 26.32 6.25	6 2.41 75.00 7.50	18 7.23 22.22 22.50	7 2.81 36.84 8.75	8 3.21 42.11 10.00	80 32.13
	7 2.81	16 6.43	29 11.65	11 4.42	1 0.40	27 10.84	12 4.82	19 7.63	8 3.21	81 32.53	19 7.63	19 7.63	249

QUESTION=54, SECTION=7-Compliance: Time spent in consultation is coded to the benefiting program or subactivity

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	4 1.32 44.44 3.03	6 1.98 33.33 4.55	16 5.28 45.71 12.12	8 2.64 53.33 6.06	1 0.33 100.00 0.76	10 3.30 31.25 7.58	9 2.97 56.25 6.82	8 2.64 40.00 6.06	7 2.31 50.00 5.30	40 13.20 46.51 30.30	10 3.30 32.26 7.58	13 4.29 50.00 9.85	132 43.56
DISAGREE	1 0.33 11.11 0.85	9 2.97 50.00 7.69	14 4.62 40.00 11.97	5 1.65 33.33 4.27	0 0.00 0.00 0.00	15 4.95 46.88 12.82	5 1.65 31.25 4.27	7 2.31 35.00 5.98	5 1.65 35.71 4.27	31 10.23 36.05 26.50	15 4.95 48.39 12.82	10 3.30 38.46 8.55	117 38.61
NEUTRAL	4 1.32 44.44 7.41	3 0.99 16.67 5.56	5 1.65 14.29 9.26	2 0.66 13.33 3.70	0 0.00 0.00 0.00	7 2.31 21.88 12.96	2 0.66 12.50 3.70	5 1.65 25.00 9.26	2 0.66 14.29 3.70	15 4.95 17.44 27.78	6 1.98 19.35 11.11	3 0.99 11.54 5.56	54 17.82
	9 2.97	18 5.94	35 11.55	15 4.95	1 0.33	32 10.56	16 5.28	20 6.60	14 4.62	86 28.38	31 10.23	26 8.58	303

QUESTION=55, SECTION=7-Compliance: I receive Letters of Concurrence and Biological Opinions within the time frames specified in the streamlining guidance

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	0 0.00 0.00 0.00	5 1.82 31.25 5.75	9 3.27 27.27 10.34	4 1.45 33.33 4.60	0 0.00 0.00 0.00	11 4.00 37.93 12.64	7 2.55 50.00 8.05	3 1.09 15.79 3.45	4 1.45 40.00 4.60	21 7.64 23.86 24.14	11 4.00 45.83 12.64	12 4.36 50.00 13.79	87 31.64
DISAGREE	0 0.00 0.00 0.00	6 2.18 37.50 5.45	18 6.55 54.55 16.36	2 0.73 16.67 1.82	0 0.00 0.00 0.00	11 4.00 37.93 10.00	3 1.09 21.43 2.73	7 2.55 36.84 6.36	2 0.73 20.00 1.82	48 17.45 54.55 43.64	7 2.55 29.17 6.36	6 2.18 25.00 5.45	110 40.00
NEUTRAL	5 1.82 100.00 6.41	5 1.82 31.25 6.41	6 2.18 18.18 7.69	6 2.18 50.00 7.69	1 0.36 100.00 1.28	7 2.55 24.14 8.97	4 1.45 28.57 5.13	9 3.27 47.37 11.54	4 1.45 40.00 5.13	19 6.91 21.59 24.36	6 2.18 25.00 7.69	6 2.18 25.00 7.69	78 28.36
	5 1.82	16 5.82	33 12.00	12 4.36	1 0.36	29 10.55	14 5.09	19 6.91	10 3.64	88 32.00	24 8.73	24 8.73	275

QUESTION=56, SECTION=7-Compliance: All programs are in compliance with mandatory terms and conditions from Biological Opinions

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	1 0.35 16.67 0.49	10 3.46 76.92 4.90	22 7.61 64.71 10.78	8 2.77 57.14 3.92	17 5.88 56.67 8.33	8 2.77 66.67 3.92	12 4.15 66.67 5.88	10 3.46 66.67 4.90	80 27.68 83.33 39.22	15 5.19 60.00 7.35	21 7.27 80.77 10.29	204 70.59
DISAGREE	1 0.35 16.67 2.78	3 1.04 23.08 8.33	5 1.73 14.71 13.89	2 0.69 14.29 5.56	6 2.08 20.00 16.67	2 0.69 16.67 5.56	1 0.35 5.56 2.78	4 1.38 26.67 11.11	4 1.38 4.17 11.11	5 1.73 20.00 13.89	3 1.04 11.54 8.33	36 12.46
NEUTRAL	4 1.38 66.67 8.16	0 0.00 0.00 0.00	7 2.42 20.59 14.29	4 1.38 28.57 8.16	7 2.42 23.33 14.29	2 0.69 16.67 4.08	5 1.73 27.78 10.20	1 0.35 6.67 2.04	12 4.15 12.50 24.49	5 1.73 20.00 10.20	2 0.69 7.69 4.08	49 16.96
	6 2.08	13 4.50	34 11.76	14 4.84	30 10.38	12 4.15	18 6.23	15 5.19	96 33.22	25 8.65	26 9.00	289

QUESTION=57, SECTION=7-Compliance: All mandatory monitoring requirements from Biological Opinions are being met

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	2 0.72 28.57 1.23	8 2.89 57.14 4.91	12 4.33 38.71 7.36	5 1.81 38.46 3.07	16 5.78 55.17 9.82	4 1.44 33.33 2.45	13 4.69 68.42 7.98	8 2.89 57.14 4.91	66 23.83 70.97 40.49	15 5.42 65.22 9.20	14 5.05 63.64 8.59	163 58.84
DISAGREE	1 0.36 14.29 1.96	4 1.44 28.57 7.84	10 3.61 32.26 19.61	1 0.36 7.69 1.96	10 3.61 34.48 19.61	3 1.08 25.00 5.88	1 0.36 5.26 1.96	3 1.08 21.43 5.88	9 3.25 9.68 17.65	4 1.44 17.39 7.84	5 1.81 22.73 9.80	51 18.41
NEUTRAL	4 1.44 57.14 6.35	2 0.72 14.29 3.17	9 3.25 29.03 14.29	7 2.53 53.85 11.11	3 1.08 10.34 4.76	5 1.81 41.67 7.94	5 1.81 26.32 7.94	3 1.08 21.43 4.76	18 6.50 19.35 28.57	4 1.44 17.39 6.35	3 1.08 13.64 4.76	63 22.74
	7 2.53	14 5.05	31 11.19	13 4.69	29 10.47	12 4.33	19 6.86	14 5.05	93 33.57	23 8.30	22 7.94	277

QUESTION=58, SECTION=7-Compliance: My office manages pro-actively to prevent the future listing of sensitive species

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	7 1.92 43.75 3.57	10 2.75 58.82 5.10	22 6.04 57.89 11.22	15 4.12 68.18 7.65	0 0.00 0.00 0.00	17 4.67 47.22 8.67	18 4.95 75.00 9.18	10 2.75 43.48 5.10	12 3.30 70.59 6.12	52 14.29 47.27 26.53	18 4.95 54.55 9.18	15 4.12 55.56 7.65	196 53.85
DISAGREE	4 1.10 25.00 4.00	4 1.10 23.53 4.00	9 2.47 23.68 9.00	2 0.55 9.09 2.00	0 0.00 0.00 0.00	12 3.30 33.33 12.00	6 1.65 25.00 6.00	10 2.75 43.48 10.00	3 0.82 17.65 3.00	30 8.24 27.27 30.00	11 3.02 33.33 11.00	9 2.47 33.33 9.00	100 27.47
NEUTRAL	5 1.37 31.25 7.35	3 0.82 17.65 4.41	7 1.92 18.42 10.29	5 1.37 22.73 7.35	1 0.27 100.00 1.47	7 1.92 19.44 10.29	0 0.00 0.00 0.00	3 0.82 13.04 4.41	2 0.55 11.76 2.94	28 7.69 25.45 41.18	4 1.10 12.12 5.88	3 0.82 11.11 4.41	68 18.68
	16 4.40	17 4.67	38 10.44	22 6.04	1 0.27	36 9.89	24 6.59	23 6.32	17 4.67	110 30.22	33 9.07	27 7.42	364

QUESTION=59, SECTION=7-Compliance: My office sufficiently monitors contractor actions to assure work is adequate and there is no collateral damage to sensitive features (e.g. wetlands, rare species)

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	9 2.70 52.94 4.71	10 3.00 66.67 5.24	14 4.20 40.00 7.33	13 3.90 65.00 6.81	1 0.30 100.00 0.52	18 5.41 56.25 9.42	14 4.20 66.67 7.33	6 1.80 28.57 3.14	13 3.90 86.67 6.81	67 20.12 66.34 35.08	14 4.20 46.67 7.33	12 3.60 48.00 6.28	191 57.36
DISAGREE	4 1.20 23.53 5.00	2 0.60 13.33 2.50	11 3.30 31.43 13.75	6 1.80 30.00 7.50	0 0.00 0.00 0.00	11 3.30 34.38 13.75	6 1.80 28.57 7.50	10 3.00 47.62 12.50	1 0.30 6.67 1.25	13 3.90 12.87 16.25	10 3.00 33.33 12.50	6 1.80 24.00 7.50	80 24.02
NEUTRAL	4 1.20 23.53 6.45	3 0.90 20.00 4.84	10 3.00 28.57 16.13	1 0.30 5.00 1.61	0 0.00 0.00 0.00	3 0.90 9.38 4.84	1 0.30 4.76 1.61	5 1.50 23.81 8.06	1 0.30 6.67 1.61	21 6.31 20.79 33.87	6 1.80 20.00 9.68	7 2.10 28.00 11.29	62 18.62
	17 5.11	15 4.50	35 10.51	20 6.01	1 0.30	32 9.61	21 6.31	21 6.31	15 4.50	101 30.33	30 9.01	25 7.51	333

QUESTION=61, SECTION=8-LitigApp: I am involved in litigation and appeals that affect the resource(s) I manage

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	3 1.03 27.27 1.76	9 3.09 56.25 5.29	19 6.53 61.29 11.18	5 1.72 35.71 2.94	1 0.34 100.00 0.59	18 6.19 66.67 10.59	7 2.41 43.75 4.12	11 3.78 61.11 6.47	10 3.44 66.67 5.88	54 18.56 60.67 31.76	21 7.22 70.00 12.35	12 4.12 52.17 7.06	170 58.42
DISAGREE	7 2.41 63.64 8.75	3 1.03 18.75 3.75	9 3.09 29.03 11.25	6 2.06 42.86 7.50	0 0.00 0.00 0.00	4 1.37 14.81 5.00	7 2.41 43.75 8.75	3 1.03 16.67 3.75	4 1.37 26.67 5.00	21 7.22 23.60 26.25	6 2.06 20.00 7.50	10 3.44 43.48 12.50	80 27.49
NEUTRAL	1 0.34 9.09 2.44	4 1.37 25.00 9.76	3 1.03 9.68 7.32	3 1.03 21.43 7.32	0 0.00 0.00 0.00	5 1.72 18.52 12.20	2 0.69 12.50 4.88	4 1.37 22.22 9.76	1 0.34 6.67 2.44	14 4.81 15.73 34.15	3 1.03 10.00 7.32	1 0.34 4.35 2.44	41 14.09
	11 3.78	16 5.50	31 10.65	14 4.81	1 0.34	27 9.28	16 5.50	18 6.19	15 5.15	89 30.58	30 10.31	23 7.90	291

QUESTION=62, SECTION=8-LitigApp: My office maintains formal administrative records on all actions

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 1.94 66.67 2.49	10 3.24 66.67 4.15	22 7.12 64.71 9.13	11 3.56 68.75 4.56	1 0.32 100.00 0.41	21 6.80 70.00 8.71	13 4.21 68.42 5.39	12 3.88 60.00 4.98	12 3.88 80.00 4.98	86 27.83 89.58 35.68	24 7.77 85.71 9.96	23 7.44 88.46 9.54	241 77.99
DISAGREE	0 0.00 0.00 0.00	1 0.32 6.67 4.55	7 2.27 20.59 31.82	2 0.65 12.50 9.09	0 0.00 0.00 0.00	2 0.65 6.67 9.09	2 0.65 10.53 9.09	4 1.29 20.00 18.18	1 0.32 6.67 4.55	3 0.97 3.13 13.64	0 0.00 0.00 0.00	0 0.00 0.00 0.00	22 7.12
NEUTRAL	3 0.97 33.33 6.52	4 1.29 26.67 8.70	5 1.62 14.71 10.87	3 0.97 18.75 6.52	0 0.00 0.00 0.00	7 2.27 23.33 15.22	4 1.29 21.05 8.70	4 1.29 20.00 8.70	2 0.65 13.33 4.35	7 2.27 7.29 15.22	4 1.29 14.29 8.70	3 0.97 11.54 6.52	46 14.89
	9 2.91	15 4.85	34 11.00	16 5.18	1 0.32	30 9.71	19 6.15	20 6.47	15 4.85	96 31.07	28 9.06	26 8.41	309

QUESTION=63, SECTION=8-LitigApp: My office wins appeals and litigation more often than loses them

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	0 0.00 0.00 0.00	9 4.33 81.82 7.50	14 6.73 58.33 11.67	7 3.37 100.00 5.83	18 8.65 85.71 15.00	6 2.88 60.00 5.00	5 2.40 31.25 4.17	8 3.85 61.54 6.67	32 15.38 46.38 26.67	12 5.77 60.00 10.00	9 4.33 64.29 7.50	120 57.69
DISAGREE	0 0.00 0.00 0.00	0 0.00 0.00 0.00	3 1.44 12.50 7.89	0 0.00 0.00 0.00	2 0.96 9.52 5.26	1 0.48 10.00 2.63	3 1.44 18.75 7.89	4 1.92 30.77 10.53	22 10.58 31.88 57.89	2 0.96 10.00 5.26	1 0.48 7.14 2.63	38 18.27
NEUTRAL	3 1.44 100.00 6.00	2 0.96 18.18 4.00	7 3.37 29.17 14.00	0 0.00 0.00 0.00	1 0.48 4.76 2.00	3 1.44 30.00 6.00	8 3.85 50.00 16.00	1 0.48 7.69 2.00	15 7.21 21.74 30.00	6 2.88 30.00 12.00	4 1.92 28.57 8.00	50 24.04
	3 1.44	11 5.29	24 11.54	7 3.37	21 10.10	10 4.81	16 7.69	13 6.25	69 33.17	20 9.62	14 6.73	208

QUESTION=65a, SECTION=9-PDM: In my office, my program(s) use(s) partnerships to complete the following types of work --
Monitoring

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	17 4.68 94.44 6.80	14 3.86 77.78 5.60	26 7.16 66.67 10.40	15 4.13 65.22 6.00	1 0.28 100.00 0.40	21 5.79 58.33 8.40	14 3.86 60.87 5.60	13 3.58 61.90 5.20	11 3.03 64.71 4.40	71 19.56 65.74 28.40	29 7.99 87.88 11.60	18 4.96 69.23 7.20	250 68.87
DISAGREE	1 0.28 5.56 1.32	4 1.10 22.22 5.26	7 1.93 17.95 9.21	7 1.93 30.43 9.21	0 0.00 0.00 0.00	12 3.31 33.33 15.79	5 1.38 21.74 6.58	3 0.83 14.29 3.95	3 0.83 17.65 3.95	24 6.61 22.22 31.58	3 0.83 9.09 3.95	7 1.93 26.92 9.21	76 20.94
NEUTRAL	0 0.00 0.00 0.00	0 0.00 0.00 0.00	6 1.65 15.38 16.22	1 0.28 4.35 2.70	0 0.00 0.00 0.00	3 0.83 8.33 8.11	4 1.10 17.39 10.81	5 1.38 23.81 13.51	3 0.83 17.65 8.11	13 3.58 12.04 35.14	1 0.28 3.03 2.70	1 0.28 3.85 2.70	37 10.19
	18 4.96	18 4.96	39 10.74	23 6.34	1 0.28	36 9.92	23 6.34	21 5.79	17 4.68	108 29.75	33 9.09	26 7.16	363

QUESTION=65b, SECTION=9-PDM: In my office, my program(s) use(s) partnerships to complete the following types of work --
Inventory

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	17 4.83 94.44 7.08	16 4.55 88.89 6.67	19 5.40 52.78 7.92	13 3.69 59.09 5.42	26 7.39 72.22 10.83	17 4.83 73.91 7.08	12 3.41 60.00 5.00	9 2.56 64.29 3.75	62 17.61 58.49 25.83	26 7.39 81.25 10.83	23 6.53 85.19 9.58	240 68.18
DISAGREE	1 0.28 5.56 1.43	0 0.00 0.00 0.00	8 2.27 22.22 11.43	6 1.70 27.27 8.57	8 2.27 22.22 11.43	3 0.85 13.04 4.29	4 1.14 20.00 5.71	4 1.14 28.57 5.71	30 8.52 28.30 42.86	4 1.14 12.50 5.71	2 0.57 7.41 2.86	70 19.89
NEUTRAL	0 0.00 0.00 0.00	2 0.57 11.11 4.76	9 2.56 25.00 21.43	3 0.85 13.64 7.14	2 0.57 5.56 4.76	3 0.85 13.04 7.14	4 1.14 20.00 9.52	1 0.28 7.14 2.38	14 3.98 13.21 33.33	2 0.57 6.25 4.76	2 0.57 7.41 4.76	42 11.93
	18 5.11	18 5.11	36 10.23	22 6.25	36 10.23	23 6.53	20 5.68	14 3.98	106 30.11	32 9.09	27 7.67	352

QUESTION=65c, SECTION=9-PDM: In my office, my program(s) use(s) partnerships to complete the following types of work --
Research

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	17 4.68 94.44 6.80	14 3.86 77.78 5.60	26 7.16 66.67 10.40	15 4.13 65.22 6.00	1 0.28 100.00 0.40	21 5.79 58.33 8.40	14 3.86 60.87 5.60	13 3.58 61.90 5.20	11 3.03 64.71 4.40	71 19.56 65.74 28.40	29 7.99 87.88 11.60	18 4.96 69.23 7.20	250 68.87
DISAGREE	1 0.28 5.56 1.32	4 1.10 22.22 5.26	7 1.93 17.95 9.21	7 1.93 30.43 9.21	0 0.00 0.00 0.00	12 3.31 33.33 15.79	5 1.38 21.74 6.58	3 0.83 14.29 3.95	3 0.83 17.65 3.95	24 6.61 22.22 31.58	3 0.83 9.09 3.95	7 1.93 26.92 9.21	76 20.94
NEUTRAL	0 0.00 0.00 0.00	0 0.00 0.00 0.00	6 1.65 15.38 16.22	1 0.28 4.35 2.70	0 0.00 0.00 0.00	3 0.83 8.33 8.11	4 1.10 17.39 10.81	5 1.38 23.81 13.51	3 0.83 17.65 8.11	13 3.58 12.04 35.14	1 0.28 3.03 2.70	1 0.28 3.85 2.70	37 10.19
	18 4.96	18 4.96	39 10.74	23 6.34	1 0.28	36 9.92	23 6.34	21 5.79	17 4.68	108 29.75	33 9.09	26 7.16	363

QUESTION=65d, SECTION=9-PDM: In my office, my program(s) use(s) partnerships to complete the following types of work --
Restoration

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	7 2.06 46.67 3.17	12 3.53 70.59 5.43	26 7.65 76.47 11.76	17 5.00 73.91 7.69	18 5.29 52.94 8.14	11 3.24 50.00 4.98	13 3.82 59.09 5.88	12 3.53 75.00 5.43	71 20.88 69.61 32.13	20 5.88 64.52 9.05	14 4.12 58.33 6.33	221 65.00
DISAGREE	2 0.59 13.33 3.77	0 0.00 0.00 0.00	2 0.59 5.88 3.77	3 0.88 13.04 5.66	11 3.24 32.35 20.75	5 1.47 22.73 9.43	3 0.88 13.64 5.66	1 0.29 6.25 1.89	16 4.71 15.69 30.19	4 1.18 12.90 7.55	6 1.76 25.00 11.32	53 15.59
NEUTRAL	6 1.76 40.00 9.09	5 1.47 29.41 7.58	6 1.76 17.65 9.09	3 0.88 13.04 4.55	5 1.47 14.71 7.58	6 1.76 27.27 9.09	6 1.76 27.27 9.09	3 0.88 18.75 4.55	15 4.41 14.71 22.73	7 2.06 22.58 10.61	4 1.18 16.67 6.06	66 19.41
	15 4.41	17 5.00	34 10.00	23 6.76	34 10.00	22 6.47	22 6.47	16 4.71	102 30.00	31 9.12	24 7.06	340

QUESTION=66, SECTION=9-PDM: In my office, my program(s) commonly applies for or receives Challenge Cost Share grants

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	11 3.17 68.75 4.12	15 4.32 88.24 5.62	19 5.48 51.35 7.12	14 4.03 70.00 5.24	1 0.29 100.00 0.37	31 8.93 91.18 11.61	21 6.05 87.50 7.87	18 5.19 85.71 6.74	12 3.46 80.00 4.49	83 23.92 79.05 31.09	25 7.20 80.65 9.36	17 4.90 65.38 6.37	267 76.95
DISAGREE	1 0.29 6.25 2.33	0 0.00 0.00 0.00	9 2.59 24.32 20.93	4 1.15 20.00 9.30	0 0.00 0.00 0.00	1 0.29 2.94 2.33	2 0.58 8.33 4.65	1 0.29 4.76 2.33	2 0.58 13.33 4.65	11 3.17 10.48 25.58	5 1.44 16.13 11.63	7 2.02 26.92 16.28	43 12.39
NEUTRAL	4 1.15 25.00 10.81	2 0.58 11.76 5.41	9 2.59 24.32 24.32	2 0.58 10.00 5.41	0 0.00 0.00 0.00	2 0.58 5.88 5.41	1 0.29 4.17 2.70	2 0.58 9.52 5.41	1 0.29 6.67 2.70	11 3.17 10.48 29.73	1 0.29 3.23 2.70	2 0.58 7.69 5.41	37 10.66
	16 4.61	17 4.90	37 10.66	20 5.76	1 0.29	34 9.80	24 6.92	21 6.05	15 4.32	105 30.26	31 8.93	26 7.49	347

QUESTION=67, SECTION=9-PDM: Partners and cooperators are willing to participate in more projects than my office can provide

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	5 1.57 27.78 2.75	9 2.82 60.00 4.95	18 5.64 52.94 9.89	13 4.08 68.42 7.14	0 0.00 0.00 0.00	19 5.96 55.88 10.44	11 3.45 55.00 6.04	13 4.08 65.00 7.14	9 2.82 60.00 4.95	48 15.05 53.93 26.37	24 7.52 85.71 13.19	13 4.08 50.00 7.14	182 57.05
DISAGREE	6 1.88 33.33 9.09	2 0.63 13.33 3.03	8 2.51 23.53 12.12	3 0.94 15.79 4.55	1 0.31 100.00 1.52	6 1.88 17.65 9.09	3 0.94 15.00 4.55	3 0.94 15.00 4.55	4 1.25 26.67 6.06	17 5.33 19.10 25.76	2 0.63 7.14 3.03	11 3.45 42.31 16.67	66 20.69
NEUTRAL	7 2.19 38.89 9.86	4 1.25 26.67 5.63	8 2.51 23.53 11.27	3 0.94 15.79 4.23	0 0.00 0.00 0.00	9 2.82 26.47 12.68	6 1.88 30.00 8.45	4 1.25 20.00 5.63	2 0.63 13.33 2.82	24 7.52 26.97 33.80	2 0.63 7.14 2.82	2 0.63 7.69 2.82	71 22.26
	18 5.64	15 4.70	34 10.66	19 5.96	1 0.31	34 10.66	20 6.27	20 6.27	15 4.70	89 27.90	28 8.78	26 8.15	319

QUESTION=68, SECTION=9-PDM: I coordinate with my peers from other agencies and organizations

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	17 4.59 94.44 5.01	18 4.86 100.00 5.31	36 9.73 94.74 10.62	22 5.95 91.67 6.49	1 0.27 100.00 0.29	33 8.92 91.67 9.73	20 5.41 83.33 5.90	22 5.95 95.65 6.49	16 4.32 94.12 4.72	96 25.95 88.89 28.32	31 8.38 91.18 9.14	27 7.30 93.10 7.96	339 91.62
DISAGREE	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.27 2.63 11.11	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.27 2.78 11.11	1 0.27 4.17 11.11	0 0.00 0.00 0.00	1 0.27 5.88 11.11	3 0.81 2.78 33.33	2 0.54 5.88 22.22	0 0.00 0.00 0.00	9 2.43
NEUTRAL	1 0.27 5.56 4.55	0 0.00 0.00 0.00	1 0.27 2.63 4.55	2 0.54 8.33 9.09	0 0.00 0.00 0.00	2 0.54 5.56 9.09	3 0.81 12.50 13.64	1 0.27 4.35 4.55	0 0.00 0.00 0.00	9 2.43 8.33 40.91	1 0.27 2.94 4.55	2 0.54 6.90 9.09	22 5.95
	18 4.86	18 4.86	38 10.27	24 6.49	1 0.27	36 9.73	24 6.49	23 6.22	17 4.59	108 29.19	34 9.19	29 7.84	370

QUESTION=69, SECTION=9-PDM: In my office, my program(s) participate(s) in environmental education activities

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	14 3.84 77.78 4.95	15 4.11 88.24 5.30	30 8.22 76.92 10.60	18 4.93 85.71 6.36	1 0.27 100.00 0.35	26 7.12 72.22 9.19	19 5.21 82.61 6.71	15 4.11 65.22 5.30	10 2.74 62.50 3.53	96 26.30 86.49 33.92	18 4.93 56.25 6.36	21 5.75 75.00 7.42	283 77.53
DISAGREE	1 0.27 5.56 2.33	2 0.55 11.76 4.65	6 1.64 15.38 13.95	3 0.82 14.29 6.98	0 0.00 0.00 0.00	6 1.64 16.67 13.95	3 0.82 13.04 6.98	6 1.64 26.09 13.95	4 1.10 25.00 9.30	5 1.37 4.50 11.63	4 1.10 12.50 9.30	3 0.82 10.71 6.98	43 11.78
NEUTRAL	3 0.82 16.67 7.69	0 0.00 0.00 0.00	3 0.82 7.69 7.69	0 0.00 0.00 0.00	0 0.00 0.00 0.00	4 1.10 11.11 10.26	1 0.27 4.35 2.56	2 0.55 8.70 5.13	2 0.55 12.50 5.13	10 2.74 9.01 25.64	10 2.74 31.25 25.64	4 1.10 14.29 10.26	39 10.68
	18 4.93	17 4.66	39 10.68	21 5.75	1 0.27	36 9.86	23 6.30	23 6.30	16 4.38	111 30.41	32 8.77	28 7.67	365

QUESTION=71a, SECTION=10-OPM: I get the following types of work done through use of contractors -- Monitoring

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	4 1.20 26.67 3.28	8 2.41 47.06 6.56	12 3.61 33.33 9.84	9 2.71 45.00 7.38	0 0.00 0.00 0.00	9 2.71 27.27 7.38	3 0.90 14.29 2.46	13 3.92 59.09 10.66	6 1.81 46.15 4.92	36 10.84 36.00 29.51	11 3.31 40.74 9.02	11 3.31 40.74 9.02	122 36.75
DISAGREE	6 1.81 40.00 3.55	8 2.41 47.06 4.73	17 5.12 47.22 10.06	11 3.31 55.00 6.51	1 0.30 100.00 0.59	22 6.63 66.67 13.02	14 4.22 66.67 8.28	4 1.20 18.18 2.37	6 1.81 46.15 3.55	53 15.96 53.00 31.36	11 3.31 40.74 6.51	16 4.82 59.26 9.47	169 50.90
NEUTRAL	5 1.51 33.33 12.20	1 0.30 5.88 2.44	7 2.11 19.44 17.07	0 0.00 0.00 0.00	0 0.00 0.00 0.00	2 0.60 6.06 4.88	4 1.20 19.05 9.76	5 1.51 22.73 12.20	1 0.30 7.69 2.44	11 3.31 11.00 26.83	5 1.51 18.52 12.20	0 0.00 0.00 0.00	41 12.35
	15 4.52	17 5.12	36 10.84	20 6.02	1 0.30	33 9.94	21 6.33	22 6.63	13 3.92	100 30.12	27 8.13	27 8.13	332

QUESTION=71b, SECTION=10-OPM: I get the following types of work done through use of contractors -- Inventory

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	7 2.03 50.00 3.38	14 4.06 82.35 6.76	22 6.38 59.46 10.63	11 3.19 55.00 5.31	0 0.00 0.00 0.00	15 4.35 44.12 7.25	9 2.61 39.13 4.35	15 4.35 65.22 7.25	8 2.32 61.54 3.86	68 19.71 66.02 32.85	18 5.22 58.06 8.70	20 5.80 68.97 9.66	207 60.00
DISAGREE	5 1.45 35.71 4.95	2 0.58 11.76 1.98	10 2.90 27.03 9.90	5 1.45 25.00 4.95	0 0.00 0.00 0.00	17 4.93 50.00 16.83	9 2.61 39.13 8.91	5 1.45 21.74 4.95	3 0.87 23.08 2.97	26 7.54 25.24 25.74	10 2.90 32.26 9.90	9 2.61 31.03 8.91	101 29.28
NEUTRAL	2 0.58 14.29 5.41	1 0.29 5.88 2.70	5 1.45 13.51 13.51	4 1.16 20.00 10.81	1 0.29 100.00 2.70	2 0.58 5.88 5.41	5 1.45 21.74 13.51	3 0.87 13.04 8.11	2 0.58 15.38 5.41	9 2.61 8.74 24.32	3 0.87 9.68 8.11	0 0.00 0.00 0.00	37 10.72
	14 4.06	17 4.93	37 10.72	20 5.80	1 0.29	34 9.86	23 6.67	23 6.67	13 3.77	103 29.86	31 8.99	29 8.41	345

QUESTION=71c, SECTION=10-OPM: I get the following types of work done through use of contractors -- Research

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	8 2.52 57.14 4.26	12 3.77 75.00 6.38	20 6.29 57.14 10.64	10 3.14 58.82 5.32	13 4.09 40.63 6.91	13 4.09 56.52 6.91	16 5.03 72.73 8.51	8 2.52 66.67 4.26	54 16.98 59.34 28.72	20 6.29 62.50 10.64	14 4.40 58.33 7.45	188 59.12
DISAGREE	3 0.94 21.43 3.75	1 0.31 6.25 1.25	8 2.52 22.86 10.00	4 1.26 23.53 5.00	15 4.72 46.88 18.75	6 1.89 26.09 7.50	3 0.94 13.64 3.75	4 1.26 33.33 5.00	22 6.92 24.18 27.50	6 1.89 18.75 7.50	8 2.52 33.33 10.00	80 25.16
NEUTRAL	3 0.94 21.43 6.00	3 0.94 18.75 6.00	7 2.20 20.00 14.00	3 0.94 17.65 6.00	4 1.26 12.50 8.00	4 1.26 17.39 8.00	3 0.94 13.64 6.00	0 0.00 0.00 0.00	15 4.72 16.48 30.00	6 1.89 18.75 12.00	2 0.63 8.33 4.00	50 15.72
	14 4.40	16 5.03	35 11.01	17 5.35	32 10.06	23 7.23	22 6.92	12 3.77	91 28.62	32 10.06	24 7.55	318

QUESTION=71d, SECTION=10-OPM: I get the following types of work done through use of contractors -- Restoration

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 1.86 60.00 3.59	8 2.48 47.06 4.79	14 4.35 41.18 8.38	14 4.35 66.67 8.38	0 0.00 0.00 0.00	11 3.42 34.38 6.59	10 3.11 45.45 5.99	8 2.48 38.10 4.79	5 1.55 38.46 2.99	68 21.12 68.69 40.72	14 4.35 50.00 8.38	9 2.80 37.50 5.39	167 51.86
DISAGREE	3 0.93 30.00 3.19	3 0.93 17.65 3.19	14 4.35 41.18 14.89	3 0.93 14.29 3.19	1 0.31 100.00 1.06	16 4.97 50.00 17.02	6 1.86 27.27 6.38	5 1.55 23.81 5.32	7 2.17 53.85 7.45	14 4.35 14.14 14.89	11 3.42 39.29 11.70	11 3.42 45.83 11.70	94 29.19
NEUTRAL	1 0.31 10.00 1.64	6 1.86 35.29 9.84	6 1.86 17.65 9.84	4 1.24 19.05 6.56	0 0.00 0.00 0.00	5 1.55 15.63 8.20	6 1.86 27.27 9.84	8 2.48 38.10 13.11	1 0.31 7.69 1.64	17 5.28 17.17 27.87	3 0.93 10.71 4.92	4 1.24 16.67 6.56	61 18.94
	10 3.11	17 5.28	34 10.56	21 6.52	1 0.31	32 9.94	22 6.83	21 6.52	13 4.04	99 30.75	28 8.70	24 7.45	322

QUESTION=72a, SECTION=10-OPM: (If using contractors) Contracting is an effective method of accomplishing the following -- Monitoring

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	5 1.85 38.46 3.57	11 4.06 61.11 7.86	13 4.80 52.00 9.29	9 3.32 60.00 6.43	0 0.00 0.00 0.00	12 4.43 48.00 8.57	5 1.85 38.46 3.57	12 4.43 66.67 8.57	7 2.58 58.33 5.00	39 14.39 48.15 27.86	17 6.27 60.71 12.14	10 3.69 45.45 7.14	140 51.66
DISAGREE	3 1.11 23.08 4.62	4 1.48 22.22 6.15	4 1.48 16.00 6.15	5 1.85 33.33 7.69	1 0.37 100.00 1.54	9 3.32 36.00 13.85	5 1.85 38.46 7.69	0 0.00 0.00 0.00	3 1.11 25.00 4.62	18 6.64 22.22 27.69	6 2.21 21.43 9.23	7 2.58 31.82 10.77	65 23.99
NEUTRAL	5 1.85 38.46 7.58	3 1.11 16.67 4.55	8 2.95 32.00 12.12	1 0.37 6.67 1.52	0 0.00 0.00 0.00	4 1.48 16.00 6.06	3 1.11 23.08 4.55	6 2.21 33.33 9.09	2 0.74 16.67 3.03	24 8.86 29.63 36.36	5 1.85 17.86 7.58	5 1.85 22.73 7.58	66 24.35
	13 4.80	18 6.64	25 9.23	15 5.54	1 0.37	25 9.23	13 4.80	18 6.64	12 4.43	81 29.89	28 10.33	22 8.12	271

QUESTION=72b, SECTION=10-OPM: (If using contractors) Contracting is an effective method of accomplishing the following --
Inventory

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	9 3.10 75.00 4.35	10 3.45 58.82 4.83	24 8.28 85.71 11.59	14 4.83 82.35 6.76	1 0.34 100.00 0.48	13 4.48 52.00 6.28	11 3.79 73.33 5.31	14 4.83 73.68 6.76	10 3.45 83.33 4.83	61 21.03 67.78 29.47	23 7.93 79.31 11.11	17 5.86 68.00 8.21	207 71.38
DISAGREE	2 0.69 16.67 5.26	2 0.69 11.76 5.26	0 0.00 0.00 0.00	2 0.69 11.76 5.26	0 0.00 0.00 0.00	9 3.10 36.00 23.68	2 0.69 13.33 5.26	0 0.00 0.00 0.00	2 0.69 16.67 5.26	11 3.79 12.22 28.95	4 1.38 13.79 10.53	4 1.38 16.00 10.53	38 13.10
NEUTRAL	1 0.34 8.33 2.22	5 1.72 29.41 11.11	4 1.38 14.29 8.89	1 0.34 5.88 2.22	0 0.00 0.00 0.00	3 1.03 12.00 6.67	2 0.69 13.33 4.44	5 1.72 26.32 11.11	0 0.00 0.00 0.00	18 6.21 20.00 40.00	2 0.69 6.90 4.44	4 1.38 16.00 8.89	45 15.52
	12 4.14	17 5.86	28 9.66	17 5.86	1 0.34	25 8.62	15 5.17	19 6.55	12 4.14	90 31.03	29 10.00	25 8.62	290

QUESTION=72c, SECTION=10-OPM: (If using contractors) Contracting is an effective method of accomplishing the following --
Research

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	10 3.57 83.33 4.42	13 4.64 76.47 5.75	24 8.57 82.76 10.62	14 5.00 100.00 6.19	1 0.36 100.00 0.44	19 6.79 82.61 8.41	14 5.00 82.35 6.19	14 5.00 73.68 6.19	9 3.21 81.82 3.98	65 23.21 75.58 28.76	23 8.21 82.14 10.18	20 7.14 86.96 8.85	226 80.71
DISAGREE	1 0.36 8.33 6.67	1 0.36 5.88 6.67	1 0.36 3.45 6.67	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.36 5.88 6.67	0 0.00 0.00 0.00	2 0.71 18.18 13.33	6 2.14 6.98 40.00	2 0.71 7.14 13.33	1 0.36 4.35 6.67	15 5.36
NEUTRAL	1 0.36 8.33 2.56	3 1.07 17.65 7.69	4 1.43 13.79 10.26	0 0.00 0.00 0.00	0 0.00 0.00 0.00	4 1.43 17.39 10.26	2 0.71 11.76 5.13	5 1.79 26.32 12.82	0 0.00 0.00 0.00	15 5.36 17.44 38.46	3 1.07 10.71 7.69	2 0.71 8.70 5.13	39 13.93
	12 4.29	17 6.07	29 10.36	14 5.00	1 0.36	23 8.21	17 6.07	19 6.79	11 3.93	86 30.71	28 10.00	23 8.21	280

QUESTION=72d, SECTION=10-OPM: (If using contractors) Contracting is an effective method of accomplishing the following -- Restoration

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	8 2.79 88.89 3.88	14 4.88 77.78 6.80	21 7.32 72.41 10.19	14 4.88 77.78 6.80	0 0.00 0.00 0.00	14 4.88 58.33 6.80	9 3.14 56.25 4.37	7 2.44 38.89 3.40	7 2.44 53.85 3.40	82 28.57 85.42 39.81	16 5.57 61.54 7.77	14 4.88 73.68 6.80	206 71.78
DISAGREE	0 0.00 0.00 0.00	0 0.00 0.00 0.00	3 1.05 10.34 12.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	6 2.09 25.00 24.00	0 0.00 0.00 0.00	2 0.70 11.11 8.00	3 1.05 23.08 12.00	5 1.74 5.21 20.00	5 1.74 19.23 20.00	1 0.35 5.26 4.00	25 8.71
NEUTRAL	1 0.35 11.11 1.79	4 1.39 22.22 7.14	5 1.74 17.24 8.93	4 1.39 22.22 7.14	1 0.35 100.00 1.79	4 1.39 16.67 7.14	7 2.44 43.75 12.50	9 3.14 50.00 16.07	3 1.05 23.08 5.36	9 3.14 9.38 16.07	5 1.74 19.23 8.93	4 1.39 21.05 7.14	56 19.51
	9 3.14	18 6.27	29 10.10	18 6.27	1 0.35	24 8.36	16 5.57	18 6.27	13 4.53	96 33.45	26 9.06	19 6.62	287

QUESTION=73, SECTION=10-OPM: I am involved in the budget development and allocation process in my office

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	16 4.47 88.89 6.23	15 4.19 83.33 5.84	21 5.87 53.85 8.17	17 4.75 77.27 6.61	1 0.28 50.00 0.39	21 5.87 63.64 8.17	18 5.03 78.26 7.00	15 4.19 65.22 5.84	8 2.23 50.00 3.11	82 22.91 78.85 31.91	21 5.87 63.64 8.17	22 6.15 81.48 8.56	257 71.79
DISAGREE	2 0.56 11.11 3.28	2 0.56 11.11 3.28	8 2.23 20.51 13.11	2 0.56 9.09 3.28	1 0.28 50.00 1.64	10 2.79 30.30 16.39	4 1.12 17.39 6.56	6 1.68 26.09 9.84	4 1.12 25.00 6.56	11 3.07 10.58 18.03	7 1.96 21.21 11.48	4 1.12 14.81 6.56	61 17.04
NEUTRAL	0 0.00 0.00 0.00	1 0.28 5.56 2.50	10 2.79 25.64 25.00	3 0.84 13.64 7.50	0 0.00 0.00 0.00	2 0.56 6.06 5.00	1 0.28 4.35 2.50	2 0.56 8.70 5.00	4 1.12 25.00 10.00	11 3.07 10.58 27.50	5 1.40 15.15 12.50	1 0.28 3.70 2.50	40 11.17
	18 5.03	18 5.03	39 10.89	22 6.15	2 0.56	33 9.22	23 6.42	23 6.42	16 4.47	104 29.05	33 9.22	27 7.54	358

QUESTION=74, SECTION=10-OPM: Funds are sufficient to complete planned program work

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	3 0.82 16.67 3.90	4 1.10 23.53 5.19	7 1.92 17.95 9.09	7 1.92 30.43 9.09	1 0.27 50.00 1.30	10 2.74 28.57 12.99	5 1.37 21.74 6.49	4 1.10 19.05 5.19	2 0.55 13.33 2.60	22 6.03 20.18 28.57	5 1.37 14.71 6.49	7 1.92 24.14 9.09	77 21.10
DISAGREE	11 3.01 61.11 4.91	8 2.19 47.06 3.57	25 6.85 64.10 11.16	13 3.56 56.52 5.80	0 0.00 0.00 0.00	21 5.75 60.00 9.38	14 3.84 60.87 6.25	13 3.56 61.90 5.80	8 2.19 53.33 3.57	70 19.18 64.22 31.25	24 6.58 70.59 10.71	17 4.66 58.62 7.59	224 61.37
NEUTRAL	4 1.10 22.22 6.25	5 1.37 29.41 7.81	7 1.92 17.95 10.94	3 0.82 13.04 4.69	1 0.27 50.00 1.56	4 1.10 11.43 6.25	4 1.10 17.39 6.25	4 1.10 19.05 6.25	5 1.37 33.33 7.81	17 4.66 15.60 26.56	5 1.37 14.71 7.81	5 1.37 17.24 7.81	64 17.53
	18 4.93	17 4.66	39 10.68	23 6.30	2 0.55	35 9.59	23 6.30	21 5.75	15 4.11	109 29.86	34 9.32	29 7.95	365

QUESTION=75, SECTION=10-OPM: The Management Information System (MIS) has been useful in the management of my program(s)

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	3 1.08 17.65 4.00	2 0.72 16.67 2.67	11 3.94 37.93 14.67	3 1.08 15.79 4.00	0 0.00 0.00 0.00	5 1.79 19.23 6.67	3 1.08 14.29 4.00	5 1.79 26.32 6.67	5 1.79 50.00 6.67	28 10.04 35.00 37.33	5 1.79 22.73 6.67	5 1.79 22.73 6.67	75 26.88
DISAGREE	11 3.94 64.71 8.33	5 1.79 41.67 3.79	15 5.38 51.72 11.36	11 3.94 57.89 8.33	2 0.72 100.00 1.52	17 6.09 65.38 12.88	10 3.58 47.62 7.58	6 2.15 31.58 4.55	5 1.79 50.00 3.79	26 9.32 32.50 19.70	10 3.58 45.45 7.58	14 5.02 63.64 10.61	132 47.31
NEUTRAL	3 1.08 17.65 4.17	5 1.79 41.67 6.94	3 1.08 10.34 4.17	5 1.79 26.32 6.94	0 0.00 0.00 0.00	4 1.43 15.38 5.56	8 2.87 38.10 11.11	8 2.87 42.11 11.11	0 0.00 0.00 0.00	26 9.32 32.50 36.11	7 2.51 31.82 9.72	3 1.08 13.64 4.17	72 25.81
	17 6.09	12 4.30	29 10.39	19 6.81	2 0.72	26 9.32	21 7.53	19 6.81	10 3.58	80 28.67	22 7.89	22 7.89	279

QUESTION=76, SECTION=10-OPM: Workload measures effectively capture the accomplishments of the program(s) in which I work

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	2 0.55 11.11 3.64	1 0.27 5.56 1.82	2 0.55 5.41 3.64	3 0.82 13.64 5.45	0 0.00 0.00 0.00	5 1.37 14.29 9.09	4 1.10 16.67 7.27	4 1.10 17.39 7.27	5 1.37 33.33 9.09	16 4.38 14.55 29.09	8 2.19 25.00 14.55	5 1.37 17.24 9.09	55 15.07
DISAGREE	11 3.01 61.11 4.53	12 3.29 66.67 4.94	30 8.22 81.08 12.35	13 3.56 59.09 5.35	1 0.27 50.00 0.41	25 6.85 71.43 10.29	15 4.11 62.50 6.17	15 4.11 65.22 6.17	8 2.19 53.33 3.29	76 20.82 69.09 31.28	16 4.38 50.00 6.58	21 5.75 72.41 8.64	243 66.58
NEUTRAL	5 1.37 27.78 7.46	5 1.37 27.78 7.46	5 1.37 13.51 7.46	6 1.64 27.27 8.96	1 0.27 50.00 1.49	5 1.37 14.29 7.46	5 1.37 20.83 7.46	4 1.10 17.39 5.97	2 0.55 13.33 2.99	18 4.93 16.36 26.87	8 2.19 25.00 11.94	3 0.82 10.34 4.48	67 18.36
	18 4.93	18 4.93	37 10.14	22 6.03	2 0.55	35 9.59	24 6.58	23 6.30	15 4.11	110 30.14	32 8.77	29 7.95	365

QUESTION=77, SECTION=10-OPM: (If you are a supervisor) I have sufficient time to supervise my subordinates

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	2 1.53 28.57 4.44	1 0.76 20.00 2.22	2 1.53 20.00 4.44	2 1.53 22.22 4.44	7 5.34 41.18 15.56	2 1.53 25.00 4.44	0 0.00 0.00 0.00	3 2.29 60.00 6.67	19 14.50 47.50 42.22	2 1.53 20.00 4.44	5 3.82 38.46 11.11	45 34.35
DISAGREE	5 3.82 71.43 7.58	3 2.29 60.00 4.55	6 4.58 60.00 9.09	6 4.58 66.67 9.09	8 6.11 47.06 12.12	3 2.29 37.50 4.55	5 3.82 71.43 7.58	1 0.76 20.00 1.52	15 11.45 37.50 22.73	7 5.34 70.00 10.61	7 5.34 53.85 10.61	66 50.38
NEUTRAL	0 0.00 0.00 0.00	1 0.76 20.00 5.00	2 1.53 20.00 10.00	1 0.76 11.11 5.00	2 1.53 11.76 10.00	3 2.29 37.50 15.00	2 1.53 28.57 10.00	1 0.76 20.00 5.00	6 4.58 15.00 30.00	1 0.76 10.00 5.00	1 0.76 7.69 5.00	20 15.27
	7 5.34	5 3.82	10 7.63	9 6.87	17 12.98	8 6.11	7 5.34	5 3.82	40 30.53	10 7.63	13 9.92	131

QUESTION=78, SECTION=10-OPM: (If a supervisor) I have sufficient time to accomplish other job duties other than supervising.

Count Total % Col % Row %	AK	AZ	CA	CO	ID	MT	NM	NV	OR	UT	WY	
AGREE	2 1.56 28.57 5.00	1 0.78 20.00 2.50	1 0.78 11.11 2.50	0 0.00 0.00 0.00	7 5.47 43.75 17.50	2 1.56 25.00 5.00	0 0.00 0.00 0.00	1 0.78 20.00 2.50	18 14.06 46.15 45.00	4 3.13 36.36 10.00	4 3.13 30.77 10.00	40 31.25
DISAGREE	4 3.13 57.14 6.45	2 1.56 40.00 3.23	5 3.91 55.56 8.06	6 4.69 75.00 9.68	6 4.69 37.50 9.68	4 3.13 50.00 6.45	5 3.91 71.43 8.06	2 1.56 40.00 3.23	17 13.28 43.59 27.42	4 3.13 36.36 6.45	7 5.47 53.85 11.29	62 48.44
NEUTRAL	1 0.78 14.29 3.85	2 1.56 40.00 7.69	3 2.34 33.33 11.54	2 1.56 25.00 7.69	3 2.34 18.75 11.54	2 1.56 25.00 7.69	2 1.56 28.57 7.69	2 1.56 40.00 7.69	4 3.13 10.26 15.38	3 2.34 27.27 11.54	2 1.56 15.38 7.69	26 20.31
	7 5.47	5 3.91	9 7.03	8 6.25	16 12.50	8 6.25	7 5.47	5 3.91	39 30.47	11 8.59	13 10.16	128

QUESTION=79, SECTION=10-OPM: I attend at least 40 hours of formal training per year

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	12 3.32 66.67 8.76	7 1.94 41.18 5.11	17 4.71 43.59 12.41	8 2.22 34.78 5.84	1 0.28 50.00 0.73	11 3.05 31.43 8.03	9 2.49 37.50 6.57	8 2.22 34.78 5.84	2 0.55 14.29 1.46	38 10.53 35.85 27.74	9 2.49 28.13 6.57	15 4.16 53.57 10.95	137 37.95
DISAGREE	6 1.66 33.33 3.23	8 2.22 47.06 4.30	16 4.43 41.03 8.60	13 3.60 56.52 6.99	1 0.28 50.00 0.54	22 6.09 62.86 11.83	12 3.32 50.00 6.45	10 2.77 43.48 5.38	11 3.05 78.57 5.91	54 14.96 50.94 29.03	22 6.09 68.75 11.83	11 3.05 39.29 5.91	186 51.52
NEUTRAL	0 0.00 0.00 0.00	2 0.55 11.76 5.26	6 1.66 15.38 15.79	2 0.55 8.70 5.26	0 0.00 0.00 0.00	2 0.55 5.71 5.26	3 0.83 12.50 7.89	5 1.39 21.74 13.16	1 0.28 7.14 2.63	14 3.88 13.21 36.84	1 0.28 3.13 2.63	2 0.55 7.14 5.26	38 10.53
	18 4.99	17 4.71	39 10.80	23 6.37	2 0.55	35 9.70	24 6.65	23 6.37	14 3.88	106 29.36	32 8.86	28 7.76	361

QUESTION=80, SECTION=10-OPM: I am able to attend at least one professional society meeting per year

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	6 1.67 33.33 3.53	9 2.50 56.25 5.29	21 5.83 58.33 12.35	10 2.78 45.45 5.88	2 0.56 100.00 1.18	18 5.00 51.43 10.59	5 1.39 21.74 2.94	4 1.11 17.39 2.35	7 1.94 46.67 4.12	54 15.00 50.00 31.76	20 5.56 58.82 11.76	14 3.89 50.00 8.24	170 47.22
DISAGREE	9 2.50 50.00 6.04	6 1.67 37.50 4.03	13 3.61 36.11 8.72	11 3.06 50.00 7.38	0 0.00 0.00 0.00	15 4.17 42.86 10.07	12 3.33 52.17 8.05	16 4.44 69.57 10.74	6 1.67 40.00 4.03	41 11.39 37.96 27.52	12 3.33 35.29 8.05	8 2.22 28.57 5.37	149 41.39
NEUTRAL	3 0.83 16.67 7.32	1 0.28 6.25 2.44	2 0.56 5.56 4.88	1 0.28 4.55 2.44	0 0.00 0.00 0.00	2 0.56 5.71 4.88	6 1.67 26.09 14.63	3 0.83 13.04 7.32	2 0.56 13.33 4.88	13 3.61 12.04 31.71	2 0.56 5.88 4.88	6 1.67 21.43 14.63	41 11.39
	18 5.00	16 4.44	36 10.00	22 6.11	2 0.56	35 9.72	23 6.39	23 6.39	15 4.17	108 30.00	34 9.44	28 7.78	360

QUESTION=81, SECTION=10-OPM: I have the skills necessary to complete my job responsibilities

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	13 3.52 76.47 4.42	17 4.61 94.44 5.78	30 8.13 76.92 10.20	21 5.69 87.50 7.14	1 0.27 100.00 0.34	30 8.13 83.33 10.20	17 4.61 73.91 5.78	14 3.79 60.87 4.76	13 3.52 81.25 4.42	90 24.39 81.82 30.61	24 6.50 70.59 8.16	24 6.50 85.71 8.16	294 79.67
DISAGREE	2 0.54 11.76 6.25	0 0.00 0.00 0.00	5 1.36 12.82 15.63	2 0.54 8.33 6.25	0 0.00 0.00 0.00	1 0.27 2.78 3.13	3 0.81 13.04 9.38	5 1.36 21.74 15.63	2 0.54 12.50 6.25	5 1.36 4.55 15.63	5 1.36 14.71 15.63	2 0.54 7.14 6.25	32 8.67
NEUTRAL	2 0.54 11.76 4.65	1 0.27 5.56 2.33	4 1.08 10.26 9.30	1 0.27 4.17 2.33	0 0.00 0.00 0.00	5 1.36 13.89 11.63	3 0.81 13.04 6.98	4 1.08 17.39 9.30	1 0.27 6.25 2.33	15 4.07 13.64 34.88	5 1.36 14.71 11.63	2 0.54 7.14 4.65	43 11.65
	17 4.61	18 4.88	39 10.57	24 6.50	1 0.27	36 9.76	23 6.23	23 6.23	16 4.34	110 29.81	34 9.21	28 7.59	369

QUESTION=82, SECTION=10-OPM: I spend too much time in the office doing paperwork and answering phones

Count Total % Col % Row %	AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
AGREE	15 4.01 83.33 5.24	15 4.01 83.33 5.24	28 7.49 71.79 9.79	18 4.81 75.00 6.29	1 0.27 50.00 0.35	23 6.15 63.89 8.04	21 5.61 87.50 7.34	21 5.61 91.30 7.34	12 3.21 75.00 4.20	83 22.19 74.77 29.02	27 7.22 79.41 9.44	22 5.88 75.86 7.69	286 76.47
DISAGREE	0 0.00 0.00 0.00	1 0.27 5.56 3.45	4 1.07 10.26 13.79	4 1.07 16.67 13.79	1 0.27 50.00 3.45	3 0.80 8.33 10.34	1 0.27 4.17 3.45	0 0.00 0.00 0.00	2 0.53 12.50 6.90	5 1.34 4.50 17.24	3 0.80 8.82 10.34	5 1.34 17.24 17.24	29 7.75
NEUTRAL	3 0.80 16.67 5.08	2 0.53 11.11 3.39	7 1.87 17.95 11.86	2 0.53 8.33 3.39	0 0.00 0.00 0.00	10 2.67 27.78 16.95	2 0.53 8.33 3.39	2 0.53 8.70 3.39	2 0.53 12.50 3.39	23 6.15 20.72 38.98	4 1.07 11.76 6.78	2 0.53 6.90 3.39	59 15.78
	18 4.81	18 4.81	39 10.43	24 6.42	2 0.53	36 9.63	24 6.42	23 6.15	16 4.28	111 29.68	34 9.09	29 7.75	374

APPENDIX D

FWBSSS Questionnaire Comment Summary

Section I: Program Administration

- FWBSS frequently viewed as “support” for other programs.
- Offices not adequately staffed w/ wildlife and fisheries biologists; ecologists, botanists, and technicians to handle workload.
- Time spent assisting other programs (realty; range management; land use planning; grazing; timber management/sales; fuels treatment; resource extraction; oil & gas development, minerals; fire program; recreation; litigation; Section 7 consultation), with little or no financial compensation to FWBSSS program
- Little time for proactive work.
- Truth in coding issues
- FWBSS performs primarily reactive work-not proactive

Section II: Inventory, Data, Information Management and Assessment

- Data collection methods outdated. Data not standardized, not sufficiently documented, nor filed for accessibility. Nor is it always analyzed
- Not all data stored electronically, and not usable for GIS.
- “Old” databases not converted/updated to modern technology.
- Statistical review of data is highly varied.
- Data not used frequently for decision-making
- Funding for inventory and monitoring is inadequate for fish, wildlife, botany, and special status species.
- Managers not always supportive of field staff’s attempts to automate data systems
- The task of updating/retrofitting databases insufficiently funded, and inadequately staffed.
- Only species that have strong ties to land use plans are typically funded for inventory and monitoring programs
- Monitoring and inventory efforts are often based upon needs resulting from special status species litigation.
- Data collection (monitoring and inventory) frequently is based upon “crisis management” or to satisfy requirements for on-going studies, on an “as-needed” basis.
- Much inventory and monitoring data gathering results in data not suitable for statistical analysis, and its usefulness for inventory and monitoring decisions is questionable.
- Data not collected for proactive work, possibly out of fear for identifying new special status species.

- Data is collected but not used.
- Data collection for FWBSS is often driven by data requirements in other programs (i.e., oil & gas).
- Electronic databases are a valuable resource, but are not used sufficiently, and are often considered a low priority.

Section III: Planning

- Many land-use plans are antiquated, and inadequate to make knowledgeable management decisions.
- Need updated LUP's – many are 10-20 years old, and are not current for listed/special status species, and lack clear management objectives
- Planners are not always sufficiently trained, and come from other fields.
- Insufficient time and staff to address conservation strategies
- Many older land-use plans lack NEPA evaluation and Section 7 consultation

Section IV: Project Implementation

- Much displeasure over frustration at not having time, funds, and manpower to perform proactive restoration work, and how some classify fire management work and rancher-related work as habitat restoration.
- Inadequate funding for restoration projects, and for staff to perform the work.
- Wildlife and fisheries restoration projects are not considered a priority
- “Restoration” projects will often use nonnative vegetation species due to lack of availability of native seeds, or because of a better survival rate and cheaper price for non-native seed.
- Many restoration efforts are associated with wildfires and timber management.
- Restoration efforts are typically reactive in nature, and not to prevent the loss of a resource.
- Project implementation is often opportunistic and not watershed based.
- Restoration projects, if they occur, are often driven by special status species issues, and not proactive in nature.
- Some programs have no restoration efforts in place.

Section V: Support

- A feeling of resentment exists w/ FWBSSS staff towards other “resource development/extraction programs, for reasons highlighted below.
- Consumption of resources is often more of a concern to managers than conservation of resources.

- Much time is spent in support of other programs, and not enough spent on proactive work.
- Special status species are not always adequately considered on multi-use lands.
- Impacts to land and special status species from grazing and other uses is often not addressed adequately (and occasionally ignored) to protect the resources.
- FWBSSS staff are often assigned to other programs, precluding completion of their own work.
- A feeling of “non-support” by resource development/extraction programs for their program exists with FWBSSS staff, while the FWBSSS program is expected to accommodate other programs.
- Resource development opportunities take precedent over ESA and at-risk species.
- Wildlife management concerns are often the lowest on the priority level.
- Most of FWBSSS staff time is spent in support of other programs, such as mineral, grazing, and forest management.
- Concern over wildlife resources will rarely impact the implementation of other programs’ projects.
- There is a belief that grazing continually degrades habitat, but a reluctance of managers to admit this, or to make necessary changes.
- There is a perception that the purpose of the Wildlife and Botany programs is to support other programs, such as grazing.

Section VI: Monitoring

- There is a lack of integrated and long-term monitoring
- Some offices are beginning to standardize and integrate monitoring
- In many cases, there is inadequate staff and funding to carry out monitoring, except when required.
- When monitoring does take place, analysis and report writing may not follow, due to new priorities.
- Monitoring may not continue when certain individuals leave.

Section VII: Compliance

- While some offices indicated favorable consultation, other offices believe the USFWS and NMFS do not comply with the National MOA for Streamlining Procedures during Section 7 consultations, and do not honor timeframes during Section 7 consultations.
- Not all consulting work is appropriately coded to the benefiting sub-activity.
- Proactive management of sensitive species to decrease the likelihood of future listings rarely, if ever, occurs.
- There is general dissatisfaction with the MOA, and its inability to function as designed during actual use.

Section VIII: Litigation and Appeals

- Timber related activities in the Pacific Northwest have been hindered due to litigation.
- Litigation draws funding away from other needed tasks.
- Not all offices are currently under litigation; however, those that are indicate it takes a long time and uses up considerable resources.

Section IX: Partnerships

Partnership use is mixed-some offices work regularly w/ partners; others do not have the time or funding to “cultivate” partnerships.

The Challenge Cost Share Program is a major funding source for much monitoring, inventory and research efforts.

There are more opportunities for partnerships if time and money become available.

Partnerships, such as Challenge Cost Share, are used to perform proactive botany work.

Section X: Other Program Management

While contracting can be very beneficial for some, quality control of contractors often takes as much or more time as performing the task in-house.

Contractors in vegetative monitoring are often insufficiently trained in plant identification.

More people are needed to review existing monitoring results, prior to funding more people to perform more monitoring.

FWBSSS is low priority compared to minerals work.

Few have the opportunity or time to spend 40hrs/yr in training. The work builds up, and is not performed by others.

Very little opportunity or support for professional training or society participation

On the whole, biologists in field offices occasionally believe that management does not necessarily support their assessments if they conflict with other programs' land uses.

Research is often considered at the lowest rung of the priority ladder-if considered at all.

APPENDIX E

FWBSSS Program Review State Reports

Forestry and Fish, Wildlife, Botany, and Special Status Species
Program Evaluation
Preliminary Draft Report for Idaho

Executive Summary

This program evaluation focused on activities under the Bureau of Land Management's programs in Idaho. This evaluation was conducted to gain a better understanding of the current impediments to improving the overall performance of, and increasing efficiency within these programs. The Program Evaluation was conducted from November 26 - 29, 2001 in the Burley, Idaho Falls, Salmon, Challis and Boise (State and District) offices. The Upper Columbia-Salmon/Clearwater District, and Coeur d'Alene and Cottonwood Field Offices were visited on February 6, 2002.

Background

Field visits were conducted from November 26 - 29, 2001, in the Burley, Idaho Falls, Salmon, Challis and Boise (State and District) offices. Additional states, including New Mexico, Colorado, Alaska, Utah, Nevada, and Wyoming will be visited during FY 2002. A final report will be issued to the Assistant Director, Renewable Resources and Planning, upon completion of this evaluation.

Methodology

The Team Leaders for this evaluation were Rick Tholen (WO 230 Forestry) and Cal McCluskey (WO 230 Wildlife). Other team members are listed below. The program review was conducted jointly by the Forestry and Fish, Wildlife, Botany and Special Status Species programs. Interviews were conducted in both large group settings and individual meetings. Both Resource specialists and Management representatives were interviewed at the state and field offices. Approximately 90 employees met with the review team to discuss issues and answer questions for the Evaluation Team.

Several sources of information will be collected and analyzed in this evaluation, including MIS, FMIS, employee survey results, and field visits. This report focuses on the findings from the field visit portion of the evaluation in Idaho.

Findings

Communication and Coordination

- \$ Reorganization from three tiers to two tiers disrupted communication lines for receiving, setting, and implementing national and state policy and guidance for providing consistency and quality control between offices.
- \$ Many coordination issues among internal and external programs stem from a lack of understanding of each others programs.
- \$ S&G evaluation process as being implemented in Idaho has resulted in closer interdisciplinary evaluations, and appears to be an effective means of on-the-ground habitat conservation; however, current processes do not always address certain programs issues, e.g., wildlife habitat.
- \$ Idaho SO is effective at translating national direction, but communication to the field staff is inconsistent from office to office.
- \$ FWBSSS is well coordinated internally, but some issues exist in coordinating with other external programs, such as with fire and fuels.

Budget and Accomplishment Tracking

- \$ Subactivity coding does not reflect the work accomplished.
- \$ There is a disconnect between benefitting subactivity and how money is spent; spending is driven by work month allocation.
- \$ Late receipt of budget hampers ability to plan and budget work.
- \$ Many workload measures are not considered relevant to work being accomplished; lack of guidance leads to poor understanding of importance of reporting workload measure.
- \$ Program elements generally more satisfactory for reflecting categories of work performed.
- \$ Section 7 consultation workload is not being captured in the existing program elements.
- \$ There is a disconnect between seasonal workload and budget reporting schedules.

Workload Management

- \$ On the ground work and species recovery/restoration efforts are hampered by Section 7 consultation documentation and requirements.
- \$ The ability to run a proactive program is eroding because staff are being drawn into a primarily support role and are overwhelmed by collateral duties, e.g., litigation support.

Policy and Direction

- \$ Lack of understanding exists of how local priorities mesh with national priorities, e.g., strategic plan; Idaho has taken positive steps to address this issue, e.g., compass strategy.
- \$ Variable and lack of cross-programmatic integration in direction from Washington and State offices affects ability to integrate work at the field level.
- \$ There is confusion and concern about sensitive species policy, e.g., interpretation of 6840, particularly for plants.
- \$ Idaho recognizes that their existing plans do not adequately address current program issues, e.g., TE species, forest health, and makes state vulnerable to litigation.
- \$ Idaho has taken steps to address some of the inadequacies in consultation needs.

Program Implementation

- \$ Variable and sometimes inadequate skills base affects quality of work produced.
- \$ CCS is being used effectively in Idaho to accomplish proactive monitoring, research, and inventory work.
- \$ Offices with more staff are taking advantage of competitive funding process; others are not.
- \$ NFWF is under used because it is perceived to be administratively and procedurally complex.
- \$ Lack of trust in public in certain areas keeps staff from being more proactive in certain areas.
- \$ Method of funding discourages proactive conservation for non-listed species.
- \$ Idaho is effectively using interagency aquatic database (Streamnet) to catalogue and store and disseminate information.

§ Lack of biological information on most sensitive species may affect sound management decisions.

Forest, Wildlife, Fisheries, Botany and Special Status Species
Program Evaluation
Attendees from Idaho Offices

NAME	POSITION	OFFICE
John Augsburger	Wildlife	Burley
Teresa Hanley		Burley
Elena Shaw	Range	Burley
Jim Tharp	NRS	Burley
Bill Baer	Fire Use Specialist	Challis
Jeff Christenson	Recreation Planner	Challis
Rawhide Clark	Range Technician	Challis
Kate Forster	Fish Biologist	Challis
Brian Goldberg	Fish Technician	Challis
Jerry Gregson	Wildlife	Challis
Leigh Redick	Natural Resource Specialist	Challis
Peggy Redick	Range	Challis
Rob Robertson	Rangeland Mgt. Specialist	Challis
Rene Snider	Field Manager	Challis
Elias Williams	Exotic Plants	Challis
Lew Brown	Associate DM	Coeur d=Alene
Fritz Reneanbaum	District Manager	Coeur d=Alene
Scott Robinson		Coeur d=Alene
Darrel Albiston		Four Rivers
Tim Carrigan		Four Rivers
Ann DeBolt		Four Rivers

NAME	POSITION	OFFICE
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Jim Jones		Four Rivers
Greg Moody		Four Rivers
Tom Woodward		Four Rivers
Ray Brainard	Forester	Idaho Falls
Mike Jorgerson	Forestry Technician	Idaho Falls
Joe Kraayenbrink	Field Manager	Idaho Falls
Jim May	District Manager	Idaho Falls
Russ McFarliy		Idaho Falls
Tim Burton	Fish Biologist	Idaho State Office
Bill Clark	FMO	Idaho State Office
Ervin Cowley	Riparian	Idaho State Office
John Foster	Branch Chief - Resources	Idaho State Office
Karl Gebhart	Hydrologist	Idaho State Office
Martha Hahn	State Director	Idaho State Office
John Martin	Special Uses / Economist	Idaho State Office
Steve Moore	Geologist	Idaho State Office
Mike Pellant	Range	Idaho State Office
Roger Rosentretter	Botany	Idaho State Office
Signey Sather-Blair	Wildlife Bio	Idaho State Office
Gary Wyke	Planning	Idaho State Office
Jim Clark		Owyhee
Valerie Geertson		Owyhee
Mike Mathis		Owyhee

NAME	POSITION	OFFICE
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Jim Sparks		Owyhee
Jenna Whitlock		Owyhee
Bruce Zoellkle		Owyhee
Jeff Steele		Pocatello
Steve Beverlin	Ecologist	Salmon
Alexia Cochrane	Botanist / NEPA	Salmon
Kimberly Donze	Weed Inventory	Salmon
Bruce Easton	Range Specialist	Salmon
Ingrid Enschede	Bio Science Technician	Salmon
Scott Feldhausen	Fish Bio	Salmon
Vincent Guyer		Salmon
Keith Johnson	Forester	Salmon
David Krosting	Field Manager	Salmon
Michael Liner	ORP	Salmon
Pete Sozzi	Lewis & Clark Coordinator	Salmon
Jude Trapani	Fish Bio	Salmon
Jim Tucker	Fire Use	Salmon
Helen Ulmschneider	Ecologist	Salmon
Bill Baker		Shoshone
Paul McClain	Biologist	Shoshone
Gary Wright		Shoshone
Rick Belger		USRD
Gary Bliss	Resource Coord.	USRD

NAME	POSITION	OFFICE
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Leroy Cook	Resource Coord	USRD
Bernie Jansen		USRD
Monte White	Lead Ranger	USRD
Mark Hillard		WO230

EVALUATION TEAM		
NAME	OFFICE / POSITION	TEAM
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Steve Caicco	WO-230 / Botany	Wildlife, Fish, Botany, SSS
EK James	WO-830 / Management Systems	Forestry & Wildlife, Fish, Botany, SSS
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Rick Tholen	WO-230 / Forestry Lead	Forestry
Kevin Whalen	WO-230 / Fisheries Lead	Wildlife, Fish, Botany, SSS

**U. S. Department of the Interior
Bureau of Land Management
New Mexico Fish, Wildlife, Botany, and Sensitive Species
Program Review Draft Report
April 12, 2002**

Summary

During the week of April 8, 2002, the BLM Fish, Wildlife and Forests Group (WO 230) conducted interviews with New Mexico BLM personnel as part of an evaluation of the BLM fisheries, wildlife, botany and special status species programs (FWBSSS). The evaluation is being conducted to determine if national policies and program direction are effectively being implemented by state and field offices to meet resource management objectives on BLM administered lands. The New Mexico BLM State Office, and three field offices, Roswell, Carlsbad and Las Cruces, were visited as part of this review. Information provided by the mix of offices visited is felt to reflect the statewide situation.

Three New Mexico field offices were visited during the week of April 8, 2002. In order of visits, they were: Roswell FO (April 9), Carlsbad FO (April 10) and Las Cruces FO (April 11). Each visit started with a general overview of the review and its objectives to managers and staff, and then the review team broke into two groups: one to interview managers, the other to interview staff. Questions designed to provide an assessment for each objective were asked in both groups. A complete list of those interviewed is attached. Results of these interviews were summarized each night to facilitate completion of this report.

1a. Significant Findings : Areas of Positive Performance

Roswell Field Office

- Lesser Prairie Chicken habitat restoration accomplishments recently earned the Wildlife Management Institute=s President=s Award
- Open lines of communication exist throughout the office
- Good working relationships exist with partners, especially O&G and livestock grazing permittees
- Good management support exists for the Wildlife and SSS program
- The RMP is a primary driver of FWBSSS program. RMP currency is a valuable asset in setting expectations and supporting management decisions
- Good partnerships exist with industry, more time is needed to develop and maintain stronger relationships with fish and wildlife constituents and partners.

Carlsbad Field Office

The FO has completed two riparian area acquisitions within the last year that will benefit wildlife, the Delaware River acquisition and the Black River exchange

BLM=s national liaison to Quail Unlimited (QU) works in the Carlsbad FO and maintains an excellent working relationship with QU

Releases of wild turkeys have been accomplished in cooperation with New Mexico Game and Fish Dept. to establish new populations

Transplants of deer have been accomplished in cooperation with New Mexico Game and Fish Dept. to supplement low populations

Good relationships exist with livestock permittees

Good, supportive relationships exist between staff members.

Las Cruces

The Gila River riparian habitat improvement program is increasing Southwest Willow Flycatcher populations

Several bighorn sheep water installations were completed last year that will improve their distribution and population numbers

A strong working relationship with New Mexico State University is resulting in interns helping with program

The FO has been able to maintain wildlife staffing made possible as a result of being a Fish and Wildlife 2000 pilot office

The first nesting Aplomado falcons found in New Mexico in 50 years are on BLM public land, and the field office is aggressively developing plans for their management

New Mexico SO

Good relationships exist between NMSO Wildlife and T&E staff and FO managers. Good relationships also exist between NMSO Wildlife and T&E staff and other NMSO Resources staff.

NMSO program leadership is responsive to FO program needs and requests

The national AWP sets a general expectation for field office priorities, and all field offices honor congressional and WO funding earmarks. For remaining funds, Field Offices establish their own priorities in coordination with the State Office

NMSO has cultivated good relationships between BLM and USFWS

Continued support exists for implementing the Southwest Strategy

A statewide fisheries lead position, to be based in the Taos Field Office, is being advertized

Section 7 consultation has been completed on all land use plans, and reinitiation of consultation has occurred as new species are listed or critical habitat is designated on all plans.

1b. Significant Findings: Opportunities for Improvement

Land Use Plans

- New plans are needed in some offices. Existing plans vary substantially in age, and their value for establishing objectives for FWBSSS programs is highly variable. Older plans are too general to effectively establish and support program direction, and are of little utility to affected Field Offices.

- Program objectives are often not driven by implementing LUP objectives, frequently because LUPs are old, general and vague. Rather, program objectives are dictated by crisis-reaction management, such as the push for energy development and grazing permit renewals. This has sharply limited proactive FWBSSS work, and will continue to do so.

Staffing and Fiscal Resources

- Currently 60-80% of existing FWBSSS staff time is spent in support of other programs, primarily energy development and livestock grazing permit renewal. These programs (1310 and 1020) are not sufficiently funded to provide the support necessary to carry out their activities. Consequently, FWBSSS funds and staff are being used to provide much of that support. If these other programs were adequately funded, the existing FWBSSS staffing and funding may be sufficient for New Mexico BLM to establish and implement an effective, proactive FWBSSS program. There is no way to accurately assess the potential proactive effectiveness of FWBSSS programs when FWBSSS funds are being redirected to support other programs.

- Current low staffing levels contribute to the reactive nature of the existing FWBSSS program. At times, staffing is insufficient to even keep up with that workload.

- NMSO feels that additional staffing and funding would help move programs from a reactive-based program to one that is more proactive, and that current and projected levels of staffing and budgets will only exacerbate the reactive nature of the program.

- The lack of a full-time program lead for both botany and fisheries has resulted in under-development of these programs at the field level. The state botany lead, who is stationed at the Albuquerque FO, is sharply limited in the amount of time able to be spent as the statewide lead.

- The Las Cruces FO has been able to retain increased wildlife staffing that resulted from being a Fish and Wildlife 2000 Pilot District, but there are no operations dollars. Funding for the pilot program was discontinued after two years because funds supporting the pilot were redirected within the state.

- Challenge Cost Share was reported as generally being the only funding source available for complying with Biological Opinion Terms and Conditions.

Annual Work Planning and Budget Priorities

- The State Office and Field Offices feel the budget direction is sufficient to establish FWBSSS program priorities. However they identified a need for WO programs to better coordinate national direction in order to reduce conflicting priorities. New Mexico BLM feels this lack of coordination, including ranking of priorities, is impacting its ability to effectively develop and implement a proactive program.

- Older land use plans are reported to not address, or not be relevant to, many of the current issues addressed in the national AWP.

Program Accountability

- Benefitting function directives for coding costs to benefitting activities are clear. However managers have an EPPRR requirement that there will be no overspending in any subactivity. The choice is clear when faced with choosing between activities on high priority Administration programs which are not sufficiently funded, such as energy development and livestock grazing administration, or having employees code support work for those programs to other subactivities, such as FWBSSS, for which there is no EPPRR penalty. All managers, including NMSO, told the evaluation team they are disturbed that the existing circumstances do not support maintaining coding integrity.

- MIS, workload measures and performance elements are variable in their reporting and tracking utility among offices and between staff and managers.

- PEs do not sufficiently capture the intensity, scope, and magnitude of efforts needed to accomplish certain work. If unit costs are high in one field office due to either task complexity or the need to provide support to other field offices (e.g., the support the Roswell FO provides to the Carlsbad FO in processing APDs), field offices with the high unit costs feel they may be unfairly penalized in their base budget allocations when their costs are compared to those of other offices.

2. Bureau Policies

Existing policies: Existing policies were characterized as generally sufficient.

New policies/policy areas: Suggested new policies or policy areas recommended by the SO and FOs include the following:

Energy

APD processing. Several suggestions were made by FOs to expedite processing:

- Staffing. Oil and Gas needs its own dedicated biologist position, in addition to existing SO and FO staffing. NMSO pointed out during closeout that Field Office Managers already have the latitude to make that happen.
- Mid-scale oil/gas field-level analysis of leases. For APD processing this would allow analysis of groups of APDs, thus minimizing the need to evaluate individual actions. However, during closeout, the NMSO reported that FOs had already been given such direction.
- Prioritizing APDS. Requiring oil companies to prioritize ADPs and submit only those for sites having high probability of development would greatly reduce FO workload and APD processing time. The Roswell and Carlsbad FOs estimate their workloads would be cut in half. The NMSO pointed out that the longer it takes to process APDs, the more are submitted by oil companies in hopes of getting a few processed, many of which the companies have admitted they have no intent of developing.

Funding

- Reprogramming Authority. The NMSO told the evaluation team it has repeatedly requested budget reprogramming authority from the WO, and feels that it must have that authority to be able to maintain coding integrity (within reprogrammed funds) and to portray the true cost of conducting public business.

Litigation

- Regular communication between WO, SO and FOs is needed with regard to ongoing litigation and implications to BLM Programs. The current litigation tracking system may be sufficient to meet this need.

Drought

- Development of a Rangeland Management drought policy would minimize multiple-use conflicts during low water or drought years.

ESA Consultation

- The national MOU with Bureau of Reclamation (BuRec) needs to be revised to address BuRec responsibilities for ESA consultation. The existing situation places the onus on the BLM to carry out consultation generated by BuRec activities associated with public lands.

WO Policy Development

- The NMSO feels that better coordination of policy development is needed among WO programs to minimize potential program and priority conflicts.

Expenditure of BLM Funds on non-BLM Lands

- Clarification and communication on the Wyden Amendment, which authorizes spending public funds on private lands if same will directly benefit public land management programs, is needed.

3. Program Success

- Programs are viewed by all New Mexico offices as being partially successful, with the success often attributed to significant extra efforts by highly dedicated employees. It is universally acknowledged that 1) there is significant loss of opportunity for proactive FWBSSS work as a direct result of using FWBSSS funds to provide support to insufficiently funded activities such as Oil and Gas, and Livestock Grazing Administration, and 2) a fully functional program can only be attained once the program shifts from being primarily a reaction-oriented program to one that is more proactive.

- All work that is completed in the current FWBSSS program is viewed by managers and resource staff as being high quality and professional, due to the high level of commitment, dedication and professionalism of the existing workforce.

- The focus on completing Section 7 consultation has reduced the basis for the threat of successful litigation, consequently more time is available for at least some proactive FWBSSS work.

- New Mexico's community-based planning effort is likely to produce land use and other plans that substantially improve BLM's ability to manage public lands in both an environmentally sensitive and developmentally responsible manner.

4. Other Findings and/or Issues Needing Clarification

Contracting: Field Offices reported that centralization of contracting and procurement functions has substantially reduced their ability to complete time-sensitive work in a timely manner. Out-year or early year development of project proposals, particularly those involving partnerships such as Challenge Cost Share, is difficult because of budget uncertainties and the priority given to providing support for non-program activities. Consequently only a small percentage of proposed contracts are submitted to NMSO by Mid-Year. NMSO told the evaluation team that the situation is not going to change, and that it will be incumbent upon field offices to prepare project proposals one or more years in advance of anticipated implementation.

LUP Compliance: In two offices, APDs do not appear to contain all wildlife stipulations specified in RMPs and amendments.

Animal Damage Control conflicts: A court order in a Texas decision prohibits APHIS from disclosing trapping locations on public lands to BLM because the APHIS and BLM reside in different Departments. This has resulted in concerns regarding potential animal damage control conflicts with BLM activities and authorized uses, including wildlife management, livestock grazing and recreation.

New Mexico Program Review Participant List

New Mexico State Office

Richard Whitley	Associate State Director
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	Liaison
Paul Sawyer	Threatened and Endangered
	Species Program Lead
Jim Silva	Wildlife Program Lead

Roswell Field Office

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	Lands & Minerals
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Mike Bilbo	Planner/Cave Program Manager
Stephen L. Carter	Cave and Recreation Volunteer
Jerry Dutchover	Geologist
Rand French	Wildlife Biologist
Irene Gonzales-Salas	Realty Specialist
Richard G.Hill	Environment Protection
	Specialist
John Spain	Rangeland Management
	Specialist

Carlsbad Field Office

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Noe Gonzalez	Assistant Field Office Manager
Steve Belinda	Wildlife Biologist
Susan Britt	Range Management Specialist
Don Peterson	Surface Protection Specialist
John Sherman	Wildlife Biologist
Bobbe Young	Lead Realty Specialist

Las Cruces Field Office

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Margie Guzman	Wildlife Biologist
Mike Howard	Wildlife Biologist
Walter Lujan	Range Conservationist
Bill Merhege	Lead Biological Team Leader

Phil Smith

Lear Range Conservationist

**Nevada Fish, Wildlife, Botany, and Sensitive Species
Program Review Draft Final Report
March 20, 2002**

Executive Summary

During the week of March 11, 2002, the fisheries, wildlife, botany and special status species programs (FWBSSS) were reviewed as part of a national evaluation to determine if national policies and program direction are effectively being implemented by state and field offices to meet resource management objectives on BLM administered lands. Four field offices, along with the State Office, were part of this review. Field Offices visited include: Carson City, Las Vegas, Elko, and Battle Mountain. Staff from the Tonopah Field Station participated in the interviews with Battle Mountain FO Staff.

In Nevada, four field offices were visited during the week of March 11, 2002. These, in order of visits, were: Carson City FO, Las Vegas FO, Elko FO, and Battle Mountain FO. A staff representative from the Tonopah Field Station participated in the interviews with the Battle Mountain Staff. Each visit started with a general overview of the review and its objectives to managers and staff, and then the team broke into two groups: one to interview managers, the other to interview staff. A standard set of questions designed to provide an assessment for each objective was asked in both groups. A complete list of those interviewed is attached. Results of these interviews were summarized each night to facilitate completion of this report.

Significant Findings

Partnerships

Strong internal and external partnerships allow BLM staff to take advantage of additional funding opportunities, such as National Fish and Wildlife Foundation grants and Challenge Cost Share funds. Partnerships with a variety of local governments, NGO=s and community groups such as Rocky Mountain Elk Foundation, Trout Unlimited, and the Southern Nevada Restoration Team demonstrate BLM=s commitment to public involvement as outlined in the State=s mission statement.

The Clark County Multiple Species Habitat Conservation Plan (MSHCP) is a significant proactive conservation effort; however, Clark County is concerned that BLM has insufficient resources to meet contractual commitments with US Fish and Wildlife Service, National Park Service, USDA Forest Service, US Geological Survey, Environmental Protection Agency, Clark County and others. Under the MSHCP, funds that come to BLM wildlife programs are to be supplemental to the wildlife program. Clark County is willing to work with Nevada BLM to ensure sufficient resources are available to implement the MSHCP. The FWS has indicated that successful implementation of the MSHCP is needed in order to implement all other southern Nevada BLM programs; including, energy development, land tenure adjustments, recreation, and mining.

Land Use Planning and ESA Consultation

The majority of Land Use Plans lack Section 7 consultation. BLM signed a national agreement with FWS, FS, and NMFS to support a collaborative streamlined consultation process. A streamlined process will support completion of programmatic and project level consultations.

Proactive Conservation Programs

Nevada BLM has a good start on a proactive conservation program through the partnerships that have been developed; however, the number of recovery tasks and conservation actions implemented and the number of conservation agreements signed are not commensurate with the 1150, 1120, and 1110 funds expended.

Energy development

Energy development, such as geothermal leasing, minerals, oil and gas development, are creating a significant workload that appears to be funded, in part, with FWBSSS funds. The lack of sufficient biological staff to meet workload requirements may impede the ability of Nevada BLM to meet its obligations outlined in the national energy plan.

Land Tenure Program

Many land tenure decisions are benefitting FWBSSS resources by consolidating habitats important for species management. However, several field offices' decisions to dispose of land as outlined in dated LUPs may need to be reevaluated in light of new information and changing species conservation and recovery needs.

Cost Accountability

Field units are attempting to code appropriately following the benefitting function principles as outlined in the national AWP; however, insufficient funding in other program areas results in unreliable cost accounting. Field units have generated incorrect interpretation of the benefitting function principles.

Use of Management Information Systems to Track Accomplishments

Field units expressed frustration with current national guidance and definitions of Program Elements and Workload Measures and the system's inability to accurately reflect work conducted at the field level. They are requesting clarity and development of realistic definitions for program elements.

Personnel

We want to acknowledge the immense amount of work performed by the Fish, Wildlife, Botany, Special Status Species personnel in Nevada. We found a highly committed well-trained staff. Unfortunately, increasing complexities of work caused by energy development, land tenure adjustments, minerals development and grazing are creating a workforce that is stressed, over-worked, and is facing potential burnout.

Areas of Positive Performance

Objective 1.

Despite many of the Land Use Plans containing general language for the management of fish, wildlife, botany, and special status species resources, there appears to be a common level of understanding of management goals and objectives between management and staff. Deficiencies within the plans are addressed through the application of Land Health Standards and use of existing Bureau policies, manuals and handbooks (e.g., 6840). Several field offices are consolidating their Land Use Plans into a single plan.

Objective 2

The review team wants to acknowledge the immense amount of work performed by the Fish, Wildlife, Botany, Special Status Species personnel in Nevada. We found a well-trained and highly committed staff in all field offices. Some of the staff have Individual Development Plans to focus their training needs. Several programs have a well-stratified work force that includes staff with a wide range of experience. These seasoned staff can serve as mentors to newer employees and provide a pool of institutional knowledge from which the agency can draw. The Associate State Director for BLM Nevada is working with school administrators to increase the potential for future recruitment of high schools students into the BLM.

Objective 3

Field Office priorities generally reflect the priorities established by the Nevada State Office; that is, implementation of the Great Basin Restoration Initiative, management of Wild Horses and Burros, management of Endangered Species Act listed species and their habitats, noxious weeds, and land use development and updates.

Objective 4

Management in most field offices appreciate and stress the importance of truth-in-coding with respect to cost accounting. Most managers and staff feel that the policy is clear enough. The tracking policy is clear enough and works well, but does not track reality in reference to field work.

Objective 5

In general, policies and guidance for the FWBSSS programs are sufficient for implementing programs.

Objective 6

Nevada BLM has a good start on a proactive conservation program through the partnerships that have been developed. There are many excellent examples from throughout the state. The Las Vegas Field Office is involved in several multi-partner endeavors including Outside Las Vegas, the Southern Nevada Ecosystem Restoration Team, and the Clark County MSHCP. The Battle Mountain Field Office and Tonopah Field Station are developing a conservation agreement for the Amargosa toad under which habitat will be managed for the species by the Town of Beatty,

with safeguards built into the lease agreement. The Elko Field Office has many habitat restoration partnerships with outside groups such as the Rocky Mountain Elk Foundation, the Wild Sheep Foundation, and the Sierra Club. The Carson City Field Office also works with a variety of partners interested in pro-active conservation including The Nature Conservancy and the Nevada Natural Heritage Program. Outside Las Vegas and SNERT are two examples that demonstrate community-based support. All of these partnerships allow the field offices to take advantage of additional cost-saving and funding opportunities.

Opportunities for Improvement

Objective 1

Land Use Plans do not contain sufficient detail to promote proactive fish, wildlife, botany and special status species management. At times, this leads to an interpretation to suit the moment@ situation at the field level. Land Use Plans can be strengthened and made more legally defensible through incorporation of specific management expectations and time frames for implementation. Most Field Office staff interviewed indicated their plans contained no pro-active, species conservation or recovery expectation (with the exception of the Las Vegas RMP). Several LUPs also need section 7 consultation and remain vulnerable to litigation. Some land tenure programs need to be reevaluated for their effects on fish and wildlife habitat prior to acquisition or disposal. Decisions on land tenure adjustments made 10-15 years ago may not be in the best interest of species management or conservation based on new information and understanding of species needs.

There needs to be better communication among national, state, and field offices to better define program expectations for inclusion in LUPs. Current programs are primarily reaction-oriented, and offer little in the way of broadscale, pro-active management.

Objective 2

Unfortunately, the increasing amount and complexities of work caused by energy development, land tenure adjustments, minerals development and grazing are creating a workforce that is stressed, over-worked, and is facing potential burnout. In addition, many staff are reluctant to take advantage of training opportunities because of the time it takes away from getting the job done. At some offices, Individual Development Plans are not in place. More technical training is needed for field office staff. Staff need to be encouraged to go to training.

Some of the wildlife staff at the field offices are not familiar with the budget process. The out year budget planning process has no perceived relationship with current year funding allocation. Several of the field offices need flexibility in workload measures to account for the work that is actually done. (Example of resource work during fire season that prevents measurable work from being accomplished). Staff at all field offices are primarily (75-90%) support work for other programs leaving little time for proactive work.

Objective 3

Currently, the Nevada State Office AWP only references the national AWP directives, and does not highlight or repeat program priorities for the FWBSSS programs. The Nevada AWP process assumes field units will review both the national and state-level direction. We found that most field level staff do not review the national AWP. Inclusion of national priorities in the state-level AWP would ensure national priorities are understood and integrated into field-level work.

Field office staff are disillusioned with the out-year program development process because their current year budgets don't reflect their previous year's input. There appears to be no correlation between what is asked for and what is received.

Office priorities that focus on energy, mining, and grazing programs leave little time for proactive FWBSSS work.

Objective 4

Most managers and staff feel that MIS does not accurately reflect the work that is done by field personnel nor does it measure their work accomplishments. In particular, the issue was raised of performance measures that can only be reported during the field season, which throughout most of Nevada doesn't begin until the third quarter. Assessments of the first two quarters inevitably show deficiencies. Moreover, in bad fire seasons the fourth quarter may be spent in fire related activities exacerbating the appearance of deficiency. Although there is apparently a mechanism for State Directors to provide an explanatory justification when this happens, staff feel this is not accurately reflected in their performance assessments. Several managers also felt that updates to MIS were not made in a timely fashion and that this resulted in many inaccuracies in the data.

Considerable confusion exists over the benefitting activity principle. Much of the support work provided by FWBSSS program staffs, which can account for 75-90 percent of their time, is paid for out of FWBSSS subactivities. The creative interpretation of the principle is that, for example, clearance work done for the mining or realty programs benefits wildlife and, therefore, the wildlife program should pay. From the viewpoint of WO-230, such clearance work would not be necessary if it were not for the actions initiated by the other programs and, therefore, the true benefitting program is the one for which the work is done. If it were not for the overwhelming workload of clearance work for other programs, FWBSSS staff could be engaged in the proactive conservation work that provides real benefits to species.

Objective 5

A few deficiencies were found with national directives and policy for the FWBSSS programs. The most significant was the lack of a finalized streamlining consultation agreement between the BLM and FWS. This leaves local BLM field managers without a clear process for resolving disputes that arise through both plan and project level consultations. Additionally, a new special status species list is needed for BLM Nevada.

National data calls from different groups are redundant and create a significant workload for field offices.

Objective 6.

While the Clark County MSHCP is a significant proactive conservation effort, Clark County is concerned that BLM has insufficient resources to meet contractual commitments with US Fish and Wildlife Service, National Park Service, USDA Forest Service, US Geological Survey, Environmental Protection Agency, Clark County and others. Under the MSHCP, funds that come to BLM wildlife programs are to be supplemental to the wildlife program. Clark County is willing to work with Nevada BLM to ensure sufficient resources are available to implement the MSHCP. The FWS has indicated that successful implementation of the MSHCP is needed in order to implement all other southern Nevada BLM programs; including, energy development, land tenure adjustments, recreation, and mining.

Nevada Program Review Participant List

Nevada State Office

Bob Abbey, State Director
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.....
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**Utah Fish, Wildlife, Botany, and Special Status Species
Program Review Draft Report
April 25, 2002**

Executive Summary

During the week of April 22, 2002, the fisheries, wildlife, botany and special status species programs (FWBSSS) were reviewed as part of a national evaluation to determine if national policies and program direction are effectively being implemented by state and field offices to meet resource management objectives on BLM administered lands. We met with staff from the Utah State Office and six field offices (Salt Lake City, Vernal, Price, Richfield, St. George, and Fillmore) as part of this review. This draft report includes a preliminary summary of our significant findings and background information on the review. Specific recommendations are not included at this time. Our final report will address issues and make recommendations based on the cumulative results of the Bureau-wide FWBSSS program. Individual state reports will be included in appendices accompanying the final report.

In Utah, five field offices were visited during the week of April 22, 2002. In order of visits, these were: Salt Lake City FO, Vernal FO, Price FO, Richfield FO, and Fillmore FO. Representatives from the St. George Field Office and Henry Mountains Field Station attended the Richfield session. A standard series of questions designed to provide an assessment for each objective was asked in both groups. A complete list of those interviewed is attached. Results of these interviews were summarized each night to facilitate completion of this report.

Significant Findings

Sufficiency of Land Use Plans

Plans vary in age and utility for establishing objectives for FWBSSS programs. Most older plans are too general to effectively establish program direction. Subsequent decision documents, conservation strategies, and plan amendments are used to supplement outdated plans. Exceeding existing land use plan goals, such as number of wells drilled, may lead to increased vulnerability and impede the agency's ability to carry out its multiple land use mission. Several new plans are

in preparation and are expected to include more specific language concerning conservation strategies and species recovery plans.

Where plans have contained specific language regarding mitigation, this language has been used effectively to engage in pro-active conservation efforts. Lack of Section 7 consultation on programmatic plan level is a concern that is currently being addressed.

Staffing and Fiscal Resources

Utah has a highly committed and well-trained staff. Many offices are taking advantage of the Student Conservation Employment Program and partner programs, such as Challenge Cost Share, to augment their resources staff. Much of the resources staff time is spent in support work for other programs. This leaves little time for proactive conservation work. In areas with high demand for energy development, there is insufficient time for existing staff to keep up with the workload it creates. In all cases, staffing and funding are insufficient to establish and implement a proactive FWBSSS program.

The increased workload generated by energy development, land and realty actions, minerals development and grazing are creating a workforce that is stressed, over-worked, and is facing potential burnout. In some places, natural resources staff have been funded by energy and fire programs. The lack of integration of these staff with other resources personnel may, however, lead to inefficient and inconsistent implementation of Bureau natural resources policies. Overall, there is a lack of understanding of the potential for meeting natural resource staffing needs through funding from the energy and fire programs.

Field units are attempting to code appropriately following the benefitting function principles as outlined in the national Annual Work Plan; however, insufficient funding in other program areas results in unreliable cost accounting. People are trying to code with integrity, but after mid-year insufficient funding in areas where work is being done impairs their ability to do so. In one field office, coding with integrity was not considered a problem. This office, however, has stable issues and little unplanned workload. Field offices with energy development and through-the-door workload have a difficult time coding with integrity for the entire year.

With some exceptions, program elements are considered sufficient by staff. There is, however, some confusion over determining units of accomplishment. Because of concerns over accountability, some field offices have developed additional documentation to track their reported workload accomplishments.

Annual Work Planning and Budget Priorities

Many staff are aware of the Annual Work Plan and their work is consistent with national directives and priorities. In some cases, field offices thought that more specificity from the State Office would help them better achieve state and national priorities. The relationship between field offices and the State Office has improved markedly over the past few years, in part due to the reinstating of State Office program leads.

Policies

Most staff are satisfied with existing Bureau policies and feel that no new policies are needed. Staff expressed concern in most offices about the reconfiguration of the Challenge Cost Share program and its effect on the ability of their projects to successfully compete for funding. Concerns were also expressed over the workload impacts that may result from Migratory Bird Treaty Act implementation.

Partnerships

Exemplary partnerships have been developed in many field offices to proactively address integrated resource needs. Many field offices have developed partnerships with research institutions to obtain data needed to make and support management decisions. Most of the pro-active work being accomplished is through partnerships. Partnership development and maintenance, however, is limited by the time that existing staff can devote to this area and potential benefits from partnerships being lost.

As time allows, Challenge Cost Share is being effectively used in most offices for proactive conservation. National Fish and Wildlife Foundation grants are, in many cases, viewed as too time-consuming to be pursued. The National Fish and Wildlife Foundation has been used effectively by one field office to manage a mitigation fund for impacts from energy development.

Success Stories

We found numerous success stories through the state. Some of these include:

- \$ Black-footed ferret reintroduction.
- \$ Pariette Wetlands.
- \$ Virgin River Management and Resources Recovery Program.
- \$ Parker Mountain Adaptive Management Group.
- \$ National Fish and Wildlife Foundation Mitigation Fund.
- \$ Interagency Sensitive Plant Inventory and Monitoring Effort.
- \$ Desert Tortoise Reserve/Washington County Habitat Conservation Plan.

Utah Program Review Participant List

Utah State Office

Sally Wisely	State Director
Scott Packer	Management Analyst
Verlin Smith	Renewable Resources Branch Chief
Arn Berglund	Fisheries Program Lead
Steve Madsen	Wildlife Program Lead
Ron Bolander	Threatened and Endangered Species
	Program Lead

Salt Lake City Field Office

Curtis Warrick	Acting Assistant Field Office Manager
Todd Christiansen	Associate Field Manager
Maria Torres	Wildlife Biologist
Brian Lampman	Wildlife/Fisheries Biologist
Pam Schuller	Riparian
Nate Packer	Wildlife Technician

Vernal Field Office

Jean Nitschke-Sinclair	Assistant Field Manager, Renewable Resources
Bill Stroh	Fish and Wildlife Biologist
Robert Specht	Natural Resource Specialist
Tim Faircloth	Wildlife Biologist

Price Field Office

Mark Bailey	Assistant Field Manager
David Mills	Wildlife/Riparian
Wayne Ludington	Wildlife/T&E

Richfield Field Office

Patrick Madigan
Gary Hall

Acting Field Manager
Assistant Field Manager, Henry

Mountains Field Station

Lori Armstrong
Larry Greenwood

Renewable Resources Advisor
Wildlife Biologist

St. George Field Office

Bob Douglas

Wildlife Biologist

Fillmore Field Office

Glen Nebeker
Mark Pierce
David Whitaker

Associate Field Manager
Wildlife Biologist
Range Management Specialist/T&E Plants

Washington Office

Kevin Whalen, Fisheries Program Leader/Utah Program Review Leader, WO-230
Peggy Olwell, TES Program Leader, WO-230
Steve Caicco, Plant Ecologist, WO-230

**Alaska Fish, Wildlife, Botany, and Special Status Species
Program Review Draft Report
May 17, 2002**

Executive Summary

During the week of May 12, 2002, the fisheries, wildlife, botany and special status species programs (FWBSSS) were reviewed as part of a national evaluation to determine if national policies and program direction are effectively being implemented by state and field offices to meet resource management objectives on BLM-administered lands. As part of this review, we met with staff from the Alaska State Office; Joint Pipelines Office; Anchorage Field Office; Glennallen Field Office; Fairbanks Field Office; and BLM=s Alaska Fire Service. This draft report of findings includes a preliminary summary of our significant findings and background information on the review. Specific recommendations are not included at this time. Our final report will address issues and make recommendations based on the cumulative results of the Bureau-wide FWBSSS program. Individual state reports will be included in appendices accompanying the final report.

As part of this review, staff from the Alaska State Office; Joint Pipelines Office; Anchorage Field Office; Glennallen Field Office; Fairbanks Field Office; and BLM=s Alaska Fire Service were interviewed. These, in order of visits, were: the Alaska State Office, the Joint Pipeline Office, the Anchorage FO, Glenallen FO and Fairbanks FO. Each visit started with a general overview of the review and its objectives to managers and staff, and then the review team broke into two groups: one to interview managers, the other to interview staff. A standard series of questions designed to provide an assessment for each objective were asked in both groups. A complete list of those interviewed is attached. Results of these interviews were summarized each night to facilitate completion of this report.

Next Steps

Alaska BLM now has the opportunity to review and provide feedback on these findings and suggest measures to address and remedy problems identified in this report. The State=s feedback will be used in the final report findings and recommendations that will be issued in August of 2002.

Written feedback on these draft findings should be provided to the Washington Office, Fish, Wildlife and Forest Group (WO-230) by July 5, 2002.

Questions concerning the findings should be forwarded to Cal McCluskey via email or by calling (208) 373-4042.

The Team would like to acknowledge the outstanding support, insight, and help of John Payne, Dennis Tol, and Scott Guyer throughout this evaluation. We would also like to thank all of the Field Office staff and managers that took time out of their busy schedules to meet with the Team.

Significant Findings

Sufficiency of Land Use Plans

Plans vary in age and utility for establishing objectives for FWBSSS programs. Significant management issues have increased or have arisen since the last planning effort, e.g., subsistence, energy, certain types of recreation, fuels. Many of these issues are not adequately covered in existing land use plans. Across field offices, emphasis on planning varies. Lack of planning has appeared to hinder field office staff's ability to perform work and collect information in a systematic and meaningful manner.

Primary factors affecting the perceptions of BLM staff on the need for and benefits of planning revolve around the uncertainty of long-term land status and the geographic scale of the state.

Some state-level driven, large-scale systematic programs exist for data compilation on key natural resources; however, in some field offices, specific data acquisition programs are not driven by a systematic plan, resulting in new findings, but potentially inefficient use of staff's time and limited BLM resources.

Staffing and Fiscal Resources

Some offices are taking advantage of the Environmental Careers Organization (ECO) and other programs to augment their resources staff. Overall, however, staffing and funding are insufficient to establish and implement a proactive FWBSSS program. Strong partnering relationships exist with specific entities, such as Alaska Department of Fish and Game. Generally, few partners exist in Alaska for leveraging Challenge Cost Share-type funds.

Current low staffing levels contribute to the reactive nature of the existing FWBSSS program, and at times, is insufficient to keep up with even the reactive workload. Where sufficient staff exist, money is being more effectively used to collect information in a systematic fashion, and should enable managers to make more informed decision and prevent potential future land use conflicts.

Generally, work completed meshes with appropriate funding subactivities. In some cases, a disconnect exists between FO managers and their staff in how their work is being completed and charged. Some FO managers did not feel that their staff were completing significant support work, but the FO staff suggested that high percentages of their work goes to support other programs, with incomplete cost recovery. In many cases, resources are being tied up in work to support other programs to the detriment of proactive program work. Budgetary pressures on programs result from issues that have high workloads, e.g., wilderness, subsistence management, that are not funded or incompletely funded.

Additional staffing and funding would help in moving programs from a reactive mode to a proactive focus; however, in the absence of a clearly defined, strategic plan of work, the potential benefits of additional staff may be unclear.

Insufficient staffing limits Alaska's ability to establish partnerships to leverage in-kind work and services and potentially fully engage in new Departmental programs (e.g., CCS/CCI).

Annual Work Planning and Budget Priorities

State Office personnel are actively engaged in setting priorities for budget and project planning. Concerted efforts at the state office level are helping to reduce cost coding inaccuracies. The use of functional groups to rank and select projects is a proactive approach for dispensing program funds in a logical manner and to ensure that project work is consistent with state priorities. The concept of a business plan tied to a state and local strategic plan appears to have promise for meshing budget and resource priorities.

Program Accountability

Benefitting function directives are clear. However, insufficient funding from benefitting activity programs, such as realty, and the lack of a botany subactivity prevents the ability to track some work. Where sufficient funding exists, benefitting activity programs are funding work of support programs.

Program Elements (PE=s) insufficiently capture the intensity, scope, and magnitude of efforts needed to accomplish certain work. If unit costs are high due to task complexity, field offices feel they may be penalized in their base budget allocations when costs are compared to other offices. Subsistence management, which is one of the largest fish and wildlife program workloads in the state, cannot be effectively tracked because there are no program elements for adequately tracking the work.

Program Implementation

In some program areas, such as subsistence work, staff integrate their work approach and activities with other state and federal partners. Coordination among BLM field units, however, appears to be less well integrated.

Information sharing with both external partners and internally among and within BLM programs is mixed.

Program Successes

- \$ Project codes - *using State-developed project codes to improve budget tracking*
- \$ Business plans - *setting program goals tied to budget and overall state strategic plans to improve program implementation*
- \$ Functional groups - *allowing consensus building in the budget and project prioritization process*
- \$ Effectively using ECO=s in some offices - *recruiting needed skill mixes in a fiscally prudent manner*
- \$ Budget officer to provide specific guidance and workforce planning devices - *proactive and strategic approach of budget shop helps improve efficiency and delivery of programs and cost accountability*
- \$ Developing draft strategic plan that is linked to the national strategic plan
- \$ Fire staff recognize the importance of using resource management objectives to help guide the fire management program.
- \$ Coordinated herd management plan - 40-Mile caribou herd cooperative management plan; Seward Peninsula Cooperative Musk Ox Plan.
- \$ Contributions to the Yukon River subsistence fisheries management - comprehensive salmon plans

Alaska Program Review Participant List

May 13, 2002

Alaska State Office

<u>Name</u>	<u>Position</u>	<u>Office</u>
Dennis Tol	AKSO Fish Program Lead	AK-931
John Payne	AKSO Wildlife Program Lead	AK-931
Mike Kasterin	AKSO Planner	AK-931
Scott Guyer	AKSO Natural Resources Specialist	AK-931
Gene Terland	AKSO Acting State Director	AK910
Terry Hobbs	AKSO Chief Mapping Section	AK-924
Bob Fisk	AKSO Fluid and Solid Minerals	AK-930
Lee Koss	AKSO Air, Soil, Water, Riparian	AK-930
Rob McWhorter	Joint Pipeline Office	

Jim Ducker	Joint Pipeline Office	
Robert King	AKSO Cultural Program	AK-931
Mike Haskins	AKSO Chief, Branch of Lands	AK-933

May 14, 2002

Anchorage Field Office

<u>Name</u>	<u>Position</u>	<u>Office</u>
June Bailey	Associate Field Manager	AK-040
Melissa Blair	Recreation Planner	AK-040
Paul Fuselier	Wilderness Coordinator	AK-040
Ralph Falsetto		AK-040
Mike Scott	Fisheries Biologist	AK-040
Mike Zaidlicz	Forester	AK-040
Clint Hanson	Group Manager	AK-040
Jake Schaiphfer	Recreation	AK-040
Bruce Seppi	Wildlife Biologist	AK-040
David Doucet	Recreation	AK-040
Jeff Denton	Subsistence/Wildlife Biologist	AK-040
Deborah Blank	State Botanist	AK-040
Peter Ditton	Acting Field Manager	AK-040
Paxton McClurg	GIS Specialist (LEMA Contract)	AK-040

May 15, 2002

Alaska Fire Center

Fairbanks, Alaska

<u>Name</u>	<u>Position</u>	<u>Office</u>
Mary Lynch	Planning and Environmental Coordinator	AK-313
Randi Jandt	Fire Ecologists	AK-313
Kato Howard	State Fuels Management Specialist	AK-313

Scott Billing	Manager, Alaska Fire Service	AK-310
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May 15, 2002

Glennallen Field Office

<u>Name</u>	<u>Position</u>	<u>Office</u>
Cindy Thompson	Purchasing-Budget	AK-050
Cathie Jensen	Realty Specialist	AK-050
Mike Sondergaard	Natural Resource Specialist	AK-050
Bruce Rogers	Planner/Environmental Coordinator	AK-050
Rego John	Geologist/Fire	AK-050
Elijah Waters	Wildlife/Fisheries	AK-050
John Jangala	Archaeologist	AK-050
Kari Rogers	Wildlife Biologist	AK-050
Ramone McCoy	Field Manager	AK-050
David Mushovic	Realty Specialist	AK-050
K.J. Mushovic	ORP	AK-050

May 16, 2002

Fairbanks Field Office

<u>Name</u>	<u>Position</u>	<u>Office</u>
Dave Parker	Fish Biologist	AK-025
Dave Esse	Fish Biologist	AK-025
Tim Sundlov	Fish Biologist	AK-029
Jeanie Cole	Wildlife Biologist	AK-025
Taylor Brelsford	State Subsistence Coordinator	AK-930
Carl Kretsinger	Fish Biologist	AK-029
Ruth Gronquist	Wildlife Biologist	AK-029
Ingrid McSweeny	Fisheries Biologist	AK-028
Dave Yokel	Wildlife Biologist	AK-023

Skip Theisen	Fire Management Officer	AK-029
Jim Herriges	Wildlife Biologist	AK-029
Jon Gerken	Fish Technician	AK-025
Bob Karlen	Fisheries Biologist	AK-025
Susan Will	Associate Field Manager	AK-020
Carol Moore	Budget Officer	AK-900

Washington Office

Cal McCluskey, Wildlife Biologist/ Alaska Program Review Leader, WO-230

Chris Jauhola, Group Manager, WO-230

Kevin Whalen, Fisheries Biologist, WO-230

Steve Armitage, Forester, OR-110

APPENDIX F

State Responses to FWBSSS Program Review Site Visits and Draft Reports

IDAHO

Review and Response to Preliminary Draft Report

Forestry and Fish, Wildlife, Botany, and Special Status Species
Program Evaluation for Idaho

Executive Summary - We appreciate the opportunity for Idaho BLM to review and respond to the Draft Findings of the Forestry and Fish, Wildlife, Botany, and Special Status Species Program Evaluation. As discussed previously in the closeout with the evaluation team members it appears there are a number of findings in which Idaho is representative of larger bureau-wide issues that affect many programs not just those that were the subject of this evaluation. Issues pertaining to workforce and budget have surfaced continually in state as well as national forums for many programs.

The resolution of issues related to the responsibilities of benefitting subactivities and the support role that programs such as fish, wildlife and special status species needs to be addressed at the bureau level with all involved programs. At this time program funding that could be used for proactive fish and wildlife management activities is being used to support NEPA and ESA compliance efforts that should be shouldered by the benefitting subactivities. As a result conservation planning and opportunities for actions designed to preclude the listing of sensitive species are extremely limited and for the most part only funded by way of Challenge Cost Share projects. In the mean time, we are concerned about the consequences of what may happen if species become listed and the effects this will have on a wide range of BLM programs and public land users.

The evolving use and capabilities of the BLM's Management Information System can provide valuable insight for program management. However, common understanding and definitions of program elements as well as the interpretation of the resulting data remains a challenge across the Bureau. This causes concerns as we focus more on performance-based budgeting when we do not have a consistent picture of what we are doing and what it takes to get the work done. We also need to keep in mind that decreasing base program budget allocations (particularly as a result of performance and workload measure accomplishments) to increase the potential for flexible funding add-ons, also decreases the ability to make commitments to permanent staffing. Flexible funding provides opportunities to address specific projects or short-term needs but doesn't account for the workload associated with managing these activities. From a management standpoint, flexible funding will not be used to fund permanent positions. Staffing levels are already below a critical level and this evaluation has noted the limited capabilities at

both the State Office and field offices to meet current program management needs and accomplishments.

Overall, we believe that Idaho has made progress in many of the areas addressed in the evaluation where we have the ability within state to make changes and be effective. However, the biggest issues are still in front of us and need national resolution. Our programs, while accomplishing an incredible workload, are still not able to meet the ever increasing demands being placed on them. The following responses to each of the specific findings help illustrate our efforts, even with all the noted concerns, to continually improve our the programs including overall program management, performance measurement, budget, and technical support and guidance we provide to our field offices. We hope our responses will demonstrate what we are doing to improve these programs in Idaho and also contribute to the resolution of national program issues critical to on-the-ground success that can be seen on the public lands we manage.

Fish, Wildlife, Botany, and Special Status Species Program Findings

Communication and Coordination

- § Reorganization from three tiers to two tiers disrupted communication lines for receiving, setting, and implementing national and state policy and guidance for providing consistency and quality control between offices.

Response - Idaho's modified two-tier organization structure as well as other pure two-tier organizations in the BLM resulted in the elimination of the previous Adistrict resources staff@ and placed greater emphasis on the field level organization. The result has in fact been a varying degree of disruption in the communications between field and state office. While the direct communication with field staff has yielded many benefits, the number of specialist involved in direct communication has significantly increased workloads without the previous district leads to consolidate and coordinate with field specialists. In Idaho, we have established and continue to reinforce Aresource coordinators@ that report to the District Managers and serve on the district management teams in two of our three districts (USRD and UCSC). However, these resource coordinators often times do not have the in-depth program knowledge to ensure complete communication or to be in the position to recognize emerging program management issues between field offices. The remaining district relies on program Aleads@ dispersed throughout the field offices that have district-wide responsibilities. Again, this approach has it limitations including emphasizing field office work and not addressing broader district needs. On a positive note, with all these limitations, we are seeing increased success in the resulting communications and coordination. We recognize the deficiencies and continue to work within the state and district management teams as well as with the individual specialists to improve our efforts between field, district, and State Office.

- § Many coordination issues among internal and external programs stem from a lack of understanding of each others programs.

Response - Emerging issues, litigation, and heavy workloads often limit many of our basic coordination efforts. However, Idaho continues to emphasize the need to need to familiarize employees, particularly new employees, to the BLM and it various programs. Much of the field work is completed by interdisciplinary teams where appropriate and within other workload constraints We are making efforts to renew program/multi-program meetings with interdisciplinary participants.

- § S&G evaluation process as being implemented in Idaho has resulted in closer interdisciplinary evaluations, and appears to be an effective means of on-the-ground habitat conservation; however, current processes do not always address certain programs issues, e.g., wildlife habitat.

Response - Again, Idaho strives to complete field work using interdisciplinary teams within our workload constraints. To help address sensitive species issues associated with sagebrush and sage grouse issues, Idaho BLM biologists representing the State Office and field offices, have been developing and testing the Sage Grouse Habitat Assessment Framework that was designed to assist field offices with evaluating habitat as part of the S&G assessments. Additional assessment tools are needed for other sensitive species although they have not yet been developed. Many of the wildlife habitat issues are landscape-related an as a result site evaluations for S&Gs often cannot address these broader issues. Sub-basin and watershed oriented reviews and planning along with our resource management plans will continue to help focus efforts on the landscape scale.

- § Idaho SO is effective at translating national direction, but communication to the field staff is inconsistent from office to office.

Response - The State Office staff is committed to sharing information in a variety of forums and their continuing success is evident. However, we are still striving to improve upon the organizational changes at the field level with emphasis on the resource coordinators and using district management teams to assist in coordination within and between districts and field offices as well as with the State Office. Again, renewing annual program and multi-program meetings is intended to improve communication between all offices.

- § FWBSSS is well coordinated internally, but some issues exist in coordinating with other external programs, such as with fire and fuels.

Response - Compliance workload for biologists and botanists in Idaho often times does not promote early coordination with other programs. Since almost all ground disturbing

activities can affect native plants and animals, biologists and botanists are involved in almost every environmental assessment done by all programs. The limited staffing levels of biological resource staff results in a reactionary mode of operation. However, we are seeing increased participation of the resource programs, particularly biological resources with our fire and fuels program activities. We recently used an interdisciplinary team complimented by reviews by a broad array of program specialists to address restoration and conservation priorities reflecting watersheds across the state. Additionally, we used a similar approach to develop restoration statewide priorities for various habitat types. All-in-all, we strive for proactive coordination between programs and attempt to optimize opportunities.

Budget and Accomplishment Tracking

§ Subactivity coding does not reflect the work accomplished.

Response - ESA and NEPA compliance workload supporting other programs in most field offices does not allow field biologists and botanists to spend adequate time on wildlife, fish, or botany-related management efforts (1110, 1120 or 1150 subactivities) such as conservation planning, species recovery projects and activities, ACEC planning and implementation, wildlife, fish or botanical inventories and monitoring, etc. Program sub activity accomplishments are accomplished as a side benefit of compliance efforts for other programs (e.g., S&G evaluations, project clearances, etc.). In addition, considerable program funds are being spent on Section 7 consultation.

§ There is a disconnect between benefitting subactivity and how money is spent; spending is driven by work month allocation.

Response - This is a recognized concern across many program areas bureau-wide. It needs clarification and commitment to resolve it at a National level - not just an individual state or specific program. The accountability to manage fund allocations at both the subactivity and office level requires assessing projected needs and setting corresponding targets. While the Abenefitting subactivity@ concept is understood across the Bureau, accountability of program funds often limits the use of the most appropriate program funds based on how and where the accomplishments will be reported. Use of benefitting subactivities to support wildlife-related staff for compliance work would allow more program funds to be available for greater proactive efforts for fish and wildlife management.

We are attempting to make a better projection of support needs to ensure the workmonth allocations at the beginning of the FY represent the workload expectations for individual specialists. The challenge arises with being accountable within specific cost targets and making sure we accurately code to reflect the work being done. The BLM=s budget

system has numerous built-in constraints that need to be addressed in relation to resolving this issue.

§ Late receipt of budget hampers ability to plan and budget work.

Response - Idaho allocates our base funding to all offices at the beginning of the FY as soon as the PTA is received and reviewed to ensure that the funding levels are consistent with projections. Flexible funding and add-ons typically are not firm until the state receives the approved AWP from the WO and these funds can be assessed against needs identified by the Idaho Corporate Team. We recognize the problems that late allocation of funds can pose for our field offices which is why the base funds are allocated immediately to allow core program work to continue without interruption. The primary problem with delayed budget allocations relates to projects and partnerships that need to begin early in the FY but have a degree of uncertainty until the funds are finally approved. The principle cause for delay relates to when the WO issues the final AWP to the states and centers.

§ Many workload measures are not considered relevant to work being accomplished; lack of guidance leads to poor understanding of importance of reporting workload measure.

Response - Guidance has been provided to field offices but workload measures are lacking for such work as Section 7 consultation, protest and appeal writing, local working group meetings, etc. that occupy a considerable amount of biologist/botanist time.

§ Program elements are generally more satisfactory for reflecting categories of work performed.

Response - Program leads are working with the field offices to improve the use and consistent interpretation of program elements to help better reflect the actual work accomplishments. There is concern that we recognize the appropriate level of detail in the way we describe our work to ensure it is meaningful and can provide valuable insight into program management.

§ Section 7 consultation workload is not being captured in the existing program elements.

Response - This problem has been noted to WO on several occasions. Idaho supports a specific program element for ESA consultation.

§ There is a disconnect between seasonal workload and budget reporting schedules.

Response - Many of our program accomplishments are the result of field activities and often occur during the third or even fourth quarter of the fiscal year. As a result, few accomplishments are reported in MIS at mid-year. However, Idaho has consistently met

our targets or at least completed a high percentage of our planned workloads. From a different perspective, we have accomplishments where much of the field work occurs in one FY and the associated analysis, planning, etc. is not completed until the following year. This can affect the unit cost analyses completed for a single FY since the assumption is that all aspects of the work is completed in a single year..

Workload Management

- § On the ground work and species recovery/restoration efforts are hampered by Section 7 consultation documentation and requirements.

Response - 1100 programs are bearing the costs of most Section 7 consultation work in Idaho BLM rather than benefitting sub-activities. This drains the 1100 program funds from being applied appropriately to species recovery and conservation planning. We have surfaced this issue in the past and made efforts to reduce the consultation work requirements, at least to some extent, though our streamlining efforts with both F&WS and NMFS.

- § The ability to run a proactive program is eroding because staff are being drawn into a primarily support role and are overwhelmed by collateral duties, e.g., litigation support.

Response - This is the major problem with the 1100 program in Idaho and most likely the rest of the BLM. We do not have enough biological staff to fulfill the important compliance work necessary to support other important BLM programs and fully participate in conservation or recovery planning. In addition, some biologists are actively engaged in our land use planning efforts and required grazing administration activities.

Policy and Direction

- § Lack of understanding exists of how local priorities mesh with national priorities, e.g., strategic plan; Idaho has taken positive steps to address this issue, e.g., compass strategy.

Response - The Idaho Corporate Team has emphasized the need to support the national as well as regional priorities through our local efforts. The COMPASS document lays out long-term goals, approaches to achieving those goal, and specific objectives for the current FY.

- § Variable and lack of cross-programmatic integration in direction from Washington and State offices affects ability to integrate work at the field level.

Response - Idaho BLM is taking steps to improve inter-program coordination at the SO. We also work closely with the WO-230 staff located in Boise to address both local and

national issues including program concerns to improve our field direction as well as support activities.

- § There is confusion and concern about sensitive species policy, e.g., interpretation of 6840, particularly for plants.

Response - Idaho BLM has started to renew annual program meetings that will help explain the 6840 manual and policy guidance for the field offices. Additionally, current efforts to revise our sensitive species list is providing an opportunity to reiterate and reinforce policy.

- § Idaho recognizes that their existing plans do not adequately address current program issues, e.g., TE species, forest health, and makes state vulnerable to litigation.

Response - Idaho BLM biologists are working closely with planning specialists for on-going land use and fire planning efforts. We have joined with Forest Service Regions 1 and 4 to amend appropriate land use plans (statewide) to include guidance from the Canada Lynx Conservation Assessment and Strategy (LCAS). Considerable Challenge Cost Share funds are being spent to help consolidate information on our special status species for land use planning.

- § Idaho has taken steps to address some of the inadequacies in consultation needs.

Response - Idaho BLM has developed a strategy to address the inadequacies of our land use plan consultations. Besides our efforts to amend our plans consistent with the LCAS, strategy implementation started this fiscal year with efforts focused on consultations for listed plant species that could affect fire planning efforts. Land use plan consultations have been completed for salmon, steelhead, bull trout and Canada lynx. Additional efforts are planned for FY 2003 and 2004 - though how fast we can address our consultation deficiencies will depend on availability of additional funding.

Program Implementation

- § Variable and sometimes inadequate skills base affects quality of work produced.

Response - Base funding for the field offices does not provide adequate funds for training and ear-marked funds usually cannot be used for this purpose. Again, we strive for appropriate training whether it is formal or informal to ensure that we produce high quality work. Idaho has been successful in taking advantage of the Environmental Careers Organization (ECO) to provide highly qualified temporary work force to supplement our core program staff in the field offices.

- § CCS is being used effectively in Idaho to accomplish proactive monitoring, research, and inventory work.

Response - Idaho's CCS activities are a vital part of the fish and wildlife related programs. CCS is the primary funding source for all our conservation planning and recovery activities. A large portion of the inventory and monitoring accomplishments for most field offices are related to CCS projects. We strongly endorse maintaining the CCS funding, priority setting, and project approval at the State level as supported by all the BLM's Deputy State Directors for Resources.

- § Offices with more staff are taking advantage of competitive funding process; others are not.

Response - Most field office staffs are focused on compliance activities and have little time to proactively pursue and administer additional funding (other than CCS) for other fish and wildlife management efforts. Those offices with more staff typically are in a better position to take advantage of these competitive funding opportunities to increase local funding capabilities and/or leveraging. Simplifying administrative requirements for these funds would help address the workload issue associated with competitive funds.

- § NFWF is under used because it is perceived to be administratively and procedurally complex.

Response - Most offices lack the staff to effectively administer a NFWF grant. However, we are in the process of developing new proposals taking advantage of recent changes to the program.

- § Lack of trust in public in certain areas keeps staff from being more proactive in certain areas.

Response - Coordination with public groups often is a casualty of the limited capabilities to address all the work and needs of these programs. Idaho BLM has some very challenging areas where commodity users are inclined to not support changes practices to improve fish and wildlife habitat condition. As an example of what we are doing to increase trust with the public, we are working with our RACs and Sage Grouse Local Working Groups to increase common understanding of needs, strategies, and commitment to implement proactive efforts.

- § Method of funding discourages proactive conservation for non-listed species.

Response - Similar to other states Idaho is using 1100 funds to do compliance work for other programs including Section 7 consultations. Resolving the benefitting sub-activity issue would substantially improve our pro-active conservation efforts sensitive species.

However, the Standards and Guidelines assessments have proved to be a very valuable interdisciplinary effort to address general sensitive species problems associated with grazing permits. This effort has resulted in positive gains for non-listed species though we do not know to what extent. Very little program funds other than through the CCS program are used for inventory or monitoring efforts for non-listed species unless they are associated with other program needs (e.g., clearances).

- § Idaho is effectively using interagency aquatic database (Streamnet) to catalogue and store and disseminate information.

Response - This has been the result of a productive interagency relationship. We are currently providing valuable information to make this system successful as the common database for all agencies needing aquatic information.

- § Lack of biological information on most sensitive species may affect sound management decisions.

Response - Idaho BLM is trying to collate species habitat and population data for species at risk in coordination with IDFG. We are funding these efforts primarily through CCS along with some fire funds which have been used to help with sagebrush obligate species. We recognize the BLM's direction to use existing information particularly in our land use planning efforts - however, we also attempt to improve and add to that information as appropriate especially in relation to sensitive species.

Preliminary Review of the Fish, Wildlife, Botany, and Special Status Species Program Evaluation for New Mexico

The actions and comments below represent an initial review of the evaluation results. More in depth discussions with management on proposed remedies will occur.

I. Proposed Actions

Land Use Plans

5. As indicated in the evaluation, newer Resource Management Plans (RMP) provide more support and direction for the Fish, Wildlife, Botany, and Special Status Species Program (FWBSSS). Additionally, we have seen that special status species conservation plans and RMP level section 7 consultations have created the need to incorporate additional objectives and direction in the existing RMPs. New Mexico has scheduled major RMP amendments for most plans within the next five to six years. NMSO will conduct informal workshops with field offices to discuss input of FWBSSS objectives, issues, and analysis into the RMP

process. The focus will address the need for early action (e.g. data gathering and analysis) as well as the direct input during the amendment process.

Staffing and Fiscal Resources

6. New Mexico has conducted work force planning exercises in the recent past. NMSO and field biologists have identified the need for additional skills and staffing. Additional skills and staffing included a state level fisheries biologist, botanist, and assistant T&E specialist. Additional staffing was also recommended for most field offices.
7. New Mexico identified additional funding and staffing to support implementation of the energy policy as one of the top 10 issues for Fiscal Year 2004. (Budget Planning System, priority 8, issue 2117). Much of this support is directed toward additional funding/staffing to provide FWBSSS and cultural input into energy development and lands actions. This will also free up existing staff and funding in the FWBSSS programs to be applied more directly to FWBSSS issues and priorities.
8. New Mexico has selected a person to fill the state-wide fisheries biologist/hydrologist position to be stationed in Taos.
9. The state-wide botanist duties are currently conducted as a co-lateral assignment by a field office botanist. NMSO is working with the field office management to increase those duties to half time to better accommodate the botany workload. Ultimately, we are trying to develop a full time botanist position with state-wide responsibilities.
10. NMSO staff have worked with the Fire and Aviation program to address the need for renewable resource specialist input into the fire hazard reduction initiatives. To date, additional FWBSSS specialists have not been hired.
11. Additional coordination on renewable resource staffing necessary to implement the President=s Energy Plan must be done with the Minerals program at all levels of the Bureau. It is recognized that an important and probably limiting factor in processing actions is the availability of FWBSSS staffing. Additional effort resolving this issue appears to be necessary at all levels.

Annual Work Planning and Budget Priorities

12. New Mexico identified four critical issue areas that will assist in implementing a successful and proactive FWBSSS program as part of the state=s top 10 issues for Fiscal Year 2004. These include:
 - \$ Endangered Species Act Implementation (priority 1, item 2022)
 - \$ Special Status Species Recovery (priority 2, item 2116)
 - \$ Land Health (priority 4, item 568)

§ Input into Energy Policy Implementation (priority 8, item 2117)

9. New Mexico will continue to request funding through high priority initiatives such as the Prairie Grassland Initiative, Challenge Cost Share Program, and Clean Water Action Plan to implement critical FWBSSS objectives. New Mexico has a very good record of utilizing earmarked funding for proactive FWBSSS work.

Program Accountability

10. NMSO is planning a workshop to discuss use of program elements, developing AWP targets, and using MIS/BPS to develop and monitor AWP=s. This workshop will build on a previous session on the use of MIS.
11. FWBSSS resource advisors will work with resource advisors in other programs, especially through the AWP development process, to build awareness and actual funding support of activities conducted for their programs by FWBSSS specialists. As an example, this year we have joint funding of a number of actions required in biological opinions, some of which are a result of grazing actions.

Bureau Policies

12. NMSO and Field Offices will continue development of more effective processes to address energy development. Two examples include: (1) development of a work team that includes the Fish and Wildlife Service specialists to address habitat evaluation and potential need for additional ESA compliance on oil and gas leases proposed in a largely undeveloped area; and (2) development of a revised policy for addressing oil and gas lease nominations.

II. Clarification to some of the Draft Statements

Staffing and Fiscal Resources:

Page 3: AThe Las Cruces FO@:

- The Las Cruces Field Office was the Fish and Wildlife 2000 pilot district, however, the staffing levels have been maintained because of the wildlife workload and not because it was the pilot office. Las Cruces Field Office has the largest T&E workload within the state and also has a heavier coordination effort with the Department of Defense (White Sands, Fort Bliss-McGreggor Range) than other offices.

- The statement Athere are no operations dollars@ is misleading, there are operation dollars however, they are limited.

- The funds for the pilot program basically disappeared after two years and the state did not just arbitrarily redirect the funds as is stated.

Page 3: A Challenge Cost Share@ The state does use CCS to support projects that are used to comply with biological opinions, however, the bigger picture was that we also need non-CCS dollars to support these efforts. Presently it is difficult to find partners that provide funding associated with biological opinion related work.

Annual Work Planning and Budget Priorities:

Page 3 A The State Office and Field Offices... New Mexico identified the need for the WO to better coordinate direction between programs to reduce conflicting priorities. We believe it is important to ensure that coordination between programs is emphasized.

Litigation:

Page 5: The litigation tracking system is not sufficient to meet the concern that was addressed. We would like early alerts on court decisions and interpretations of decisions that might affect BLM programs. The tracking system will not work for these early alerts or interpretations.

Other Findings and/or Issues Needing Clarification:

Page 6: AContracting@ The last sentence is a little misleading. We do believe that we need to prepare projects in advance in order to work through contracting, however, there is a major problem with that, in that most of our partners do not plan years in advance consequentially preplanning projects to help with contracting problems, creates additional problems.

APPENDIX G

Survey Form Used for Public and Private Partners Opinions on FWBSSS Programs, List of Organizations Contacted for the Survey, and Survey Results and Discussion

General Information

- A) What is the main purpose of your organization, check all that apply.
- ☐ professional development
 - ☐ habitat conservation
 - ☐ species conservation
 - ☐ hunting
 - ☐ angling
 - ☐ boating
 - ☐ wildlife viewing
 - ☐ industry representation
 - ☐ lobbying
 - ☐ scientific partner
- B) Is your organization comprised primarily of public or professional / governmental members?
- ☐ Public
 - ☐ Professional / government
- C) Where is your organization=s primarily geographically focus, check all that apply.
- ☐ National
 - ☐ Northeast
 - ☐ Southeast
 - ☐ Midwest
 - ☐ Southwest
 - ☐ Northwest
- D) How many members does your organization have?
- ☐ 1-500
 - ☐ 500-5,000
 - ☐ 5,000-10,000
 - ☐ over 10,000

Survey Questions

- 5) Rate the over all performance of the BLM to manage Fisheries resources;
- ☐ Excellent,
 - ☐ Good
 - ☐ Fair
 - ☐ Poor
 - ☐ Don=t know or no opinion.
- 6) Rate the over all performance of the BLM to manage Wildlife resources;
- ☐ Excellent
 - ☐ Good
 - ☐ Fair
 - ☐ Poor

_____ Don=t know or no opinion.

Rate the over all performance of the BLM to manage Threatened and Endangered species resources;

_____ Excellent

_____ Good

_____ Fair

_____ Poor

_____ Don=t know or no opinion

7) Rate the over all performance of the BLM to manage Forests;

_____ Excellent

_____ Good

_____ Fair

_____ Poor

_____ Don=t know or no opinion

8) Rate the over all performance of the BLM to manage Botany resources;

_____ Excellent

_____ Good

_____ Fair

_____ Poor

_____ Don=t know or no opinion

9) If you ranked any of the above mentioned programs Good, Fair or Poor, what do you perceive as the **major** barriers to BLM managing Fish, Wildlife, Botany, Special Status Species or Forestry resources, check up to 3.

_____ Insufficient Budget

_____ Internal red tape

_____ Lack of clear direction and priorities

_____ Lack of Personnel

_____ Legal restraints

_____ Political roadblocks

_____ No Impediments

_____ Wildlife related programs are not given sufficient priority within BLMs overall priorities

10) Rate the over all relationship between your organization and the BLM;

_____ Excellent

_____ Good

_____ Fair

_____ Poor

_____ Don=t know or no opinion

11) If you have specific concerns or comments please use this space to let us know.

12) If you think BLM Fish, Wildlife, Botany, Special Status Species and Forestry programs

are doing something well, please use this space to let us know.

List of Organizations Surveyed

American Bird Conservancy
American Birding Association
American Fisheries Society
American Forests
American Horse Protection Association
American League of Anglers and Boaters
American Rivers
American Sportfishing Association
American Wildlands
Bass Anglers Sportsman Society
Bat Conservation International
Center for Plant Conservation
Cooper Ornithological Society
Defenders of Wildlife
Desert Fishes Council
Desert Tortoise Council
Ducks Unlimited
Federation of Fly Fishers
Foundation for North American Wild Sheep
Hawkwatch International Inc.
International Assoc. of Fish and Wildlife Agencies
Izaak Walton League of America
Mule Deer Foundation
National Audubon Society
National Fish and Wildlife Foundation
National Wildlife Federation
Pacific Rivers Council
Pheasants Forever, Inc.
Public Employees for Environmental Responsibility
Quail Unlimited National Headquarters
Raptor Research Foundation
Ruffed Grouse Society
Sierra Club, DC Office
Society for Ecological Restoration
Society of American Foresters
The Nature Conservancy
The Peregrine Fund
The Rocky Mountain Elk Foundation
The Wilderness Society
The Wildlife Management Institute
The Wildlife Society
Theodore Roosevelt Conservation Alliance

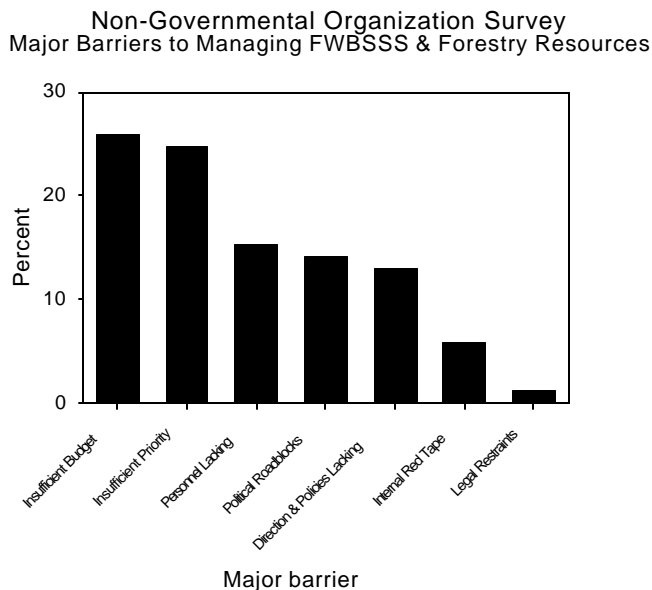
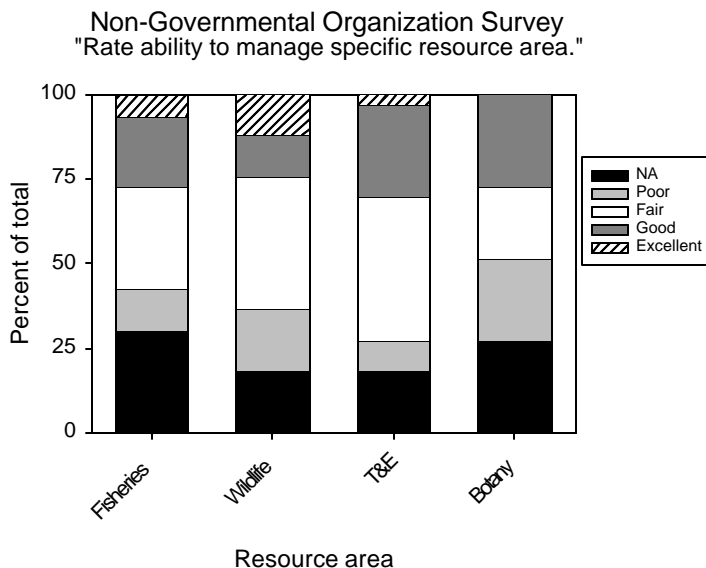
Trout Unlimited
 Watchable Wildlife, Inc.
 Wildlife Forever

NGO Public and Private Partner Questionnaire Results

We received 33 responses from NGOs, who were asked to rank the BLM's ability to manage FWBSSS resources. In general, NGO's responded that the BLM was doing mostly a "Fair" job managing FWBSSS resources. Proportions of "Good" and "Excellent" responses combined exceeded proportions of "Poor" responses for fisheries, wildlife, and special status species programs (i.e., T&E), whereas for botany, the proportion of "Poor" responses was equal to the proportion of "Good" responses.

The NGO assessment of the BLM to manage programs over all FWBSSS resources was: 5% - "Excellent"; 22% - "Good"; 33% - "Fair"; and 16% - "Poor." In spite of a high proportion of "Fair" ratings with regard to FWBSSS program management, 70% of NGOs indicated they had at least a "Good" and (or) "Excellent" relationship between their organization and the BLM.

Where NGOs identified FWBSSS programs as "Good", "Fair", or "Poor" over 25% identified insufficient budget and insufficient internal priority as barriers to BLM's management of FWBSSS resources; Forestry data are included in this percentage. Approximately, 12 to 15% of NGOs identified the lack of personnel, political roadblocks, and a lack of clear direction and priorities as secondary barriers to fully successful management of BLM FWBSSS programs.



APPENDIX H

FWBSSS Program Budget Distribution Summary – FY2001

2001 Activity/Subactivity Expenditures

	1110	1110	1110	1110	1120	1120	1120	1120	1150	1150	1150	1150
	Total Spent	Total Spent in Fund Code Handbook PE's	Total Spent in other PE's	% Spent in "Other" PEs	Total Spent	Total Spent in Fund Code Handbook PE's	Total Spent in other PE's	% Spent in "Other" PEs	Total Spent	Total Spent in Fund Code Handbook PE's	Total Spent in other PE's	% Spent in "Other" PEs
AK	2,437,263	2,214,708	222,555	9%	1,754,577	1,569,951	184,626	11%	310,817	301,351	9,466	3%
AZ	1,763,222	844,436	918,786	52%	1,177,628	650,875	526,753	45%	1,929,793	1,099,412	830,381	43%
CA	2,460,237	1,456,258	1,003,979	41%	583,706	362,496	221,210	38%	3,603,375	2,119,717	1,483,658	41%
CO	1,530,535	1,085,855	444,680	29%	576,780	349,109	227,671	39%	874,766	617,947	256,819	29%
ES	365,400	208,101	157,300	43%	29,616	4,009	25,607	86%	122,777	76,351	46,425	38%
ID	2,339,792	1,662,184	677,608	29%	1,588,587	989,139	599,448	38%	3,500,869	2,023,287	1,477,582	42%
MT	1,585,926	1,185,672	400,254	25%	286,831	195,685	91,145	32%	955,088	829,771	125,317	13%
NM	1,968,953	1,377,427	591,526	30%	193,230	149,086	44,144	23%	723,416	530,689	192,727	27%
NV	1,208,635	860,020	348,615	29%	226,612	193,343	33,269	15%	1,891,906	1,378,250	513,657	27%
OR	1,711,396	1,303,509	407,886	24%	2,057,543	1,214,133	843,409	41%	3,201,732	2,387,936	813,796	25%
UT	1,784,276	1,444,259	340,017	19%	576,303	439,655	136,648	24%	2,652,725	1,804,682	848,042	32%
WY	1,903,635	1,171,504	732,131	38%	507,197	284,212	222,984	44%	559,176	394,311	164,865	29%
Total	21,059,271	14,813,932	6,245,339	30%	9,558,609	6,401,695	3,156,915	33%	20,326,441	13,563,704	6,762,737	33%

Program Elements as defined by the Draft Fund Code Handbook by subactivity.

1110 AL, BI, BR, CB, DF, HV, JA, JB, JC, JF, JG, JH, JI, JP, MN, MO, MQ, MR, MX, PG, PH, XA, XB, XC, XD, XE, XF

1120 AL, BI, BU, BV, CB, HV, JF, JG, JH, JI, MN, MO, MR, PG, PH, XA, XB, XC, XD, XE, XF

1150 AL, BI, BR, CB, DF, DK, HV, JA, JB, JC, JE, JF, JG, JH, JI, JP, MN, MO, MR, MX, PG, PH, XA, XB, XC, XD, XE, XF

APPENDIX I

Summary of General Data Summaries Related to Conduct of the FWBSSS Questionnaire

BLM FWBSSS Questionnaire

The FWBSSS program questionnaire generated 380 responses (46% response proportion) with numbers of staff responding ranging from a low of 18 in Arizona to a high of 111 in Oregon (Table 1). The proportion of staff responding ranged from a low of 39% in Colorado and New Mexico to a high of 57% in California. The proportion of respondents was independent of the number of respondents in each state. Data from 0400 series BLM personnel collated from the OPM federal employment statistics database also corroborate that the response rate was independent of the numbers of 0400 series staff in each state. Independence between the response rate and the number of individuals responding in each state indicates, that in spite of varying numbers of BLM employees among states, that no state had an undue affect of survey results.

By state comparison of procedural FWBSSS questionnaire data, including numbers of surveys received by state, number of individuals responding, proportion of responses (% responded). Also included is the number of 0400 series BLM employees in each state and the proportion of the total number of 0400 series employees by state, for comparison purposes.

State	No. Received	No. Responded	% Responded	No. of 0400 Series	% of total No. of 0400 Series
AK	40	19	48%	141	5%
AZ	40	118	45%	109	4%
CA	72	41	57%	238	9%
CO	61	24	39%	174	6%
ID	72	35	49%	338	12%
MT	49	25	51%	169	6%
NM	61	24	39%	145	5%
NV	44	19	43%	238	9%
OR	261	111	43%	836	30%
UT	58	34	59%	226	8%
WY	61	30	49%	162	6%
Totals (Summary):	819	380	46%	2776	

State Visits and On-Site Interviews

Overall, WO230 FWBSSS program staff visited a total of 26 individual BLM field, state, and associated offices (e.g., fire and aviation centers) and interviewed 223 BLM personnel, between November, 2001, and May, 2002. As noted above, the majority of staff interviewed during the site visits were FWBSSS resource personnel, but often persons interviewed consisted of non-

FWBSSS personnel, including staff from planning, fire and aviation, rights-of-way, riparian and water resources, and range programs. As with the BLM FWBSSS questionnaire data, specific comments were not attributed to individual staff, thereby preserving the anonymity of responses and providing for generally unbiased and critical communication.

Numbers by state (dates of visit in parentheses) of staff interviewed and number of offices visited during on-site FWBSSS program reviews visits (states are listed in order visited). WO230 FWBSSS staff also accompanied Forestry program personnel on the Colorado state program review (June 6-10, 2002)

State	Staff	Offices
Idaho (November 25-30, 2001)	71	9
New Mexico (March 11-15, 2002)	30	3
Nevada (April 8-12, 2002)	37	4
Utah (April 22-26, 2002)	28	6
Alaska (May 13-17, 2002)	57	4
Total:	223	26

APPENDIX J

Suggestions to Increase the Visibility of the Botany Program

Develop a national strategy for the Botany Program that combines the special status plant species program and the new native plant materials development program. Include botanical resources such as non-timber “special” forest products, seed collection and commercial native plant collection programs.

Develop a national initiative for the Botany Program that provides native plant materials for restoration, other than fire rehabilitation, and is funded by all of the benefiting programs. Place this on the Director’s Priority List in budget documents.

Issue a national policy on the use of geographically appropriate native plant materials.

Provide guidance to the field on ‘survey and manage’ species and non vascular plant management.

Incorporate specific botanical information into Land Use Plan Guidance outlining special status plant program objectives including recovery of listed plants, management of sensitive plants, native plant materials development objectives, medicinal plant harvesting, seed harvesting and other “special” non-timber forest products.

Put Botany in the new WO-230 Group name.

Review the current list of program elements that are used to report “botanical resource” accomplishments to see if these under report botanical work. Also see if these are effective, understood and used consistently by the state and field offices.

Consider redefining existing program elements for inventory and monitoring to include native plant materials development work.

Consider adding new program elements for the Botany Program including ones for seed collection, contracts for native seed increase, and for floristic inventory.

Use challenge cost share to fund Botany related work in all states.

Find a single place in all budget documents to consistently place all Botany Program work including special status plant work, native plant materials development work and botanical products work. Fund base program work associated with determining, collecting, and increasing native plant materials.

Since plant projects do not compete well with charismatic mega-fauna projects, consider a new sub-activity for Botany Program work in the 1100 activity or a separate pot of money in the 1150 activity specifically for native plant work.

To enable tracking of Botany Program work, separate plant and animal accomplishments in MIS by establishing new program elements or by establishing useful project codes.

Develop an intern program initiative for the Botany Program.

Make sure that state and field office personnel with Botany Program duties have the background and are capable of implementing the program, and have time to devote to the work.

Increase the use of botanists in inter-disciplinary teams including those that write burned area emergency rehabilitation prescriptions and land health determinations.

Work with the National Training Center to determine priority Botany Program training needs.