



State of West Virginia  
 Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

# Request for Quotation

RFO NUMBER  
**DNR80047**

PAGE  
**1**

ADDRESS CORRESPONDENCE TO ATTENTION OF:  
**BUYER 32**  
**304-558-0492**

**VENDOR**  
 \*818132926      540-432-1888  
**RESPONSIVE MANAGEMENT**  
**130 FRANKLIN STREET**  
**HARRISONBURG VA 22801**

**SHIP TO**  
**DIVISION OF NATURAL RESOURCES**  
**PROCUREMENT OFFICE**  
**CAPITOL COMPLEX**  
**BUILDING 3, ROOM 630**  
**CHARLESTON, WV**  
**25305                      304-558-3397**

|                                   |               |          |        |               |
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| DATE PRINTED<br><b>10/01/2006</b> | TERMS OF SALE | SHIP VIA | F.O.B. | FREIGHT TERMS |
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BID OPENING DATE: **10/19/2006**      BID OPENING TIME **01:30PM**

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| <b>REQUEST FOR QUOTATION</b>   |          |     |         |             |            |        |
| THE PURCHASING DIVISION IS SOLICITING BIDS FOR THE WV DEPARTMENT OF NATURAL RESOURCES TO PROVIDE THE 2006 BLACK BEAR PUBLIC OPINION SURVEY.  |          |     |         |             |            |        |
| ATTACHMENTS:   |          |     |         |             |            |        |
| 1. SPECIFICATIONS  |          |     |         |             |            |        |
| 2. AFFIDAVIT   |          |     |         |             |            |        |
| 0001   | 1        | LS  |         | 961-60      |            |        |
| 2006 BLACK BEAR PUBLIC OPINION SURVEY  |          |     |         |             |            |        |
| <b>VENDOR PREFERENCE CERTIFICATE</b>   |          |     |         |             |            |        |
| CERTIFICATION AND APPLICATION* IS HEREBY MADE FOR PREFERENCE IN ACCORDANCE WITH WEST VIRGINIA CODE, 5A-3-37 (DOES NOT APPLY TO CONSTRUCTION CONTRACTS).  |          |     |         |             |            |        |
| A. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:   |          |     |         |             |            |        |
| ( ) BIDDER IS AN INDIVIDUAL RESIDENT VENDOR AND HAS RESIDED CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR  |          |     |         |             |            |        |
| ( ) BIDDER IS A PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR AND HAS MAINTAINED ITS HEAD-QUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING |          |     |         |             |            |        |

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|   |          |     |         |             |            |        |
| <p>THE DATE OF THIS CERTIFICATION; OR 80% OF THE OWNERSHIP INTEREST OF BIDDER IS HELD BY ANOTHER INDIVIDUAL, PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR WHO HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR</p> <p>( ) BIDDER IS A CORPORATION NONRESIDENT VENDOR WHICH HAS AN AFFILIATE OR SUBSIDIARY WHICH EMPLOYS A MINIMUM OF ONE HUNDRED STATE RESIDENTS AND WHICH HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA CONTINUOUSLY FOR THE FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION.</p> <p>B. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:</p> <p>( ) BIDDER IS A RESIDENT VENDOR WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES WORKING ON THE PROJECT BEING BID ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID;</p> <p>OR</p> <p>( ) BIDDER IS A NONRESIDENT VENDOR EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS OR IS A NONRESIDENT VENDOR WITH AN AFFILIATE OR SUBSIDIARY WHICH MAINTAINS ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES OR BIDDERS' AFFILIATE'S OR SUBSIDIARY'S EMPLOYEES ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO</p> |          |     |         |             |            |        |

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| <p>SIGNED: <i>Mark D. Sula</i></p> <p>TITLE: <i>Executive Director</i></p> <p>* CHECK ANY COMBINATION OF PREFERENCE CONSIDERATION(S) IN EITHER "A" OR "B", OR BOTH "A" AND "B" WHICH YOU ARE ENTITLED TO RECEIVE. YOU MAY REQUEST UP TO THE MAXIMUM 5% PREFERENCE FOR BOTH "A" AND "B". (REV. 12/00)</p> <p>NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p>DEPARTMENT OF ADMINISTRATION<br/>         PURCHASING DIVISION<br/>         BUILDING 15<br/>         2019 WASHINGTON STREET, EAST<br/>         CHARLESTON, WV 25305-0130</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER: _____</p> <p>RFQ. NO.: _____</p> <p>BID OPENING DATE: _____</p> <p>RON PRICE: _____</p> <p>DNR80047: _____</p> <p>OCTOBER 19, 2006: _____</p> |          |     |        |             |            |        |

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| BID OPENING TIME:  |          |     |        | 1:30 PM-----                  |            |  |
| PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: |          |     |        | (540) 432-1892                |            |  |
| CONTACT PERSON (PLEASE PRINT CLEARLY):   |          |     |        | Mark Duda, Executive Director |            |  |
| ***** THIS IS THE END OF RFQ    DNR80047 ***** TOTAL:                                  |          |     |        |                               |            | Survey, analysis, and report \$24,500<br>option for non-parametric analysis \$ 5,000<br>(Z-scores)<br><br>please see attached proposal, p. 14, for details |

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# A F F I D A V I T

## West Virginia Code §5A-3-10a states:

No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owned is an amount greater than one thousand dollars in the aggregate.

## DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions.

"Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

## EXCEPTION:

The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

## LICENSING:

The vendor must be licensed in accordance with any and all state requirements to do business with the state of West Virginia.

## CONFIDENTIALITY:

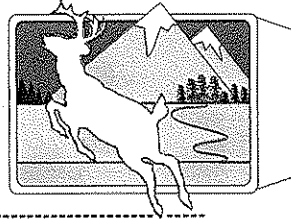
The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendors should visit [www.state.wv.us/admin/purchase/privacy](http://www.state.wv.us/admin/purchase/privacy) for the Notice of Agency Confidentiality Policies.

Under penalty of law for false swearing (West Virginia Code, §61-5-3), it is hereby certified that the vendor acknowledges the information in this said affidavit and are in compliance with the requirements as stated.

Vendor's Name: Responsive Management

Authorized Signature: Matt DeSantis Date: 10/16/2006

# Responsive Management



## **PUBLIC ATTITUDES TOWARD BLACK BEARS AND BLACK BEAR MANAGEMENT IN WEST VIRGINIA**

**Proposal for Survey Research Services for the  
West Virginia Department of Natural Resources**

**RFQ # DNR80047**

**SUBMITTED BY RESPONSIVE MANAGEMENT**

**October 19, 2006**

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## **PURPOSE AND SCOPE**

The purpose of this proposal is to outline Responsive Management's specific recommendations, costs, and the timeline for survey research and quantitative analysis on West Virginia residents' opinions on a number of issues related to black bear populations and management for the West Virginia Department of Natural Resources (WVDNR). This research will provide baseline data on knowledge of and attitudes toward black bears populations, black bear hunting seasons, black bear hunting techniques, and black bear management in West Virginia. This data will assist the WVDNR in determining West Virginia residents' attitudes toward a number of issues related to black bears in West Virginia, thereby enhancing the WVDNR's black bear management efforts.

For this project, Responsive Management proposes to conduct a statewide telephone survey and survey analysis, including analysis of regional differences and the option of conducting non-parametric analysis (z-scores). The section titled, "Proposed Methodology and Overall Approach," details the work plan.

*"His work demonstrates the highest standards of professionalism and the volume of work is truly prolific. Responsive Management has become one of the foremost and highly respected survey and research companies in the United States with respect to fisheries, wildlife, natural resources and outdoor recreation . . . . The quality of work directed by Duda has become a benchmark of comparison for others doing similar work in the field."*

-Bruce Lemmert, President, Virginia Wildlife Society

## **PROPOSED METHODOLOGY AND OVERALL APPROACH**

### **Task: Develop and Pretest Survey Instrument**

#### ***Survey Structure and Design***

For this project, Responsive Management will design the survey based on input and discussions with the WVDNR staff survey team and our extensive experience with surveys on attitudes toward wildlife and wildlife management, including black bears. This design process will ensure that the survey instrument meets the exact needs of the WVDNR. The survey instrument will consist of a universal survey module to be administered to all respondents and will incorporate discrete survey modules to be administered to different regions of the state. Responsive Management will then pretest the survey instrument and make any necessary revisions for logic and flow, wording, and clarification. After approval of the final survey instrument, the telephone interviews will begin.

#### ***Questionnaire Programming Language 4.1***

Responsive Management will collect the telephone survey data using Questionnaire Programming Language 4.1 (QPL), which is a comprehensive system for computer-assisted telephone interviewing that provides complete capabilities for designing, administering, and managing telephone-based research operations. The survey instrument will be programmed to automatically skip, code, and/or substitute phrases in the survey based upon previous responses, as necessary for the logic and flow of the interview. Additionally, QPL can automatically check data upon entry for inconsistencies to ensure the integrity of the data collection. Any respondent-specific data provided to Responsive Management can be programmed to appear to the interviewer as part of the text of any question or as a branching control or skip pattern. This feature enhances the flow of the interview and enables the interviewer to validate information or to ask follow-up questions only of those to which the question would apply. QPL will also ensure that portions of the survey are administered to the appropriate subpopulations within the sample, including any region-specific survey questions.

*"His firm is recognized as the leading social science research firm in the nation that works in the natural resources arena."*

-Dr. Steve L. McMullin, Associate Professor, Virginia Tech

## **Task: Administer Survey**

Responsive Management will complete a total of 1,200 interviews with West Virginia residents across the state with regional breakouts as specified by the WVDNR. Responsive Management has extensive survey research experience interviewing the general population on wildlife-related and wildlife management issues in many states, including West Virginia.

### ***Telephone Interviewing Procedures and Facilities***

High-quality data collection is critical to survey research. Responsive Management maintains its own centrally located, in-house telephone interviewing facilities. These facilities are staffed by professional interviewers with experience conducting computer-assisted telephone interviews on the subjects of boating, hunting, fishing, natural resource, and outdoor recreation issues, working under the close supervision of the Responsive Management professional staff. Because Responsive Management specializes in researching natural resource and outdoor recreation issues, our interviewers conduct surveys *only* on these issues and understand the nuances involved in conducting the interviews.

To ensure that the data collected are of the highest quality, Responsive Management's interviewers have been trained according to the standards of the Council of American Survey Research Organizations through lectures, role playing, and video training. The Survey Center Managers will conduct in-depth project briefings with the interviewing staff prior to their working on this project. Interviewers will be instructed on survey goals and objectives, type of study, handling of survey questions, interview length, termination points and qualifiers for participation, reading of interviewer instructions, reading of survey, reviewing of skip patterns, and probing and clarifying techniques necessary for specific questions on the survey instrument.

*"I regard Mark Duda as an exceptional blend of intelligence, resourcefulness and professional competence. His leadership of the Responsive Management program has been distinguished and innovative. He has clearly made this a model program for the wildlife management field. Under his guidance, Responsive Management has been an outstanding source of information, ideas, and techniques helping to foster important and needed change."*  
-Dr. Steve Kellert, Professor, Yale University

Through use of the computer-assisted interviewing facilities, the survey data will be entered into the computer as the interview is being conducted, thereby eliminating any potential subsequent data-entry errors. After the interviews are obtained, the Survey Center Managers and/or statisticians will check each completed survey to check for clarity, understanding, completeness, and format. The Survey Center Managers will monitor the telephone workstations without the interviewers' knowledge of which interviews will be monitored. This allows the Survey Center Managers to maintain strict quality control over the data collection process. Responsive Management also maintains a low supervisor to interviewer ratio of one supervisors for every 5 interviewers to maintain further quality control over the data collection process.

### **Contact Procedures**

Interviews will be conducted Monday through Friday from 9:00 a.m. to 9:00 p.m., Saturday from 10:00 a.m. to 4:00 p.m., and Sunday 3:00 p.m. to 9:00 p.m., local time. A five-callback design will be used to maintain the representativeness of the sample, avoid bias toward people easy-to-reach by telephone, and provide an equal opportunity for all to participate. The five-callback system uses a total of at least four subsequent calls, often as many as eight, to each not-answered number selected in the original sample. Subsequent calls will be placed at different times of the day and different days of the week. In addition, respondents who decline to participate because of inconvenience will be called again to encourage their participation or to set an appointment for their participation. Converting refusals into completed interviews is an important part of Responsive Management's contact plan to help minimize nonresponse.

*"Thank you, Mark, for the tremendous effort you and your staff have provided us in developing our recreation plan. From the survey design through data analysis, you and your dedicated staff have graciously assisted us throughout the process and beyond your contractual obligation. I am proud to present these survey findings and am confident in their source and meaning.*

*"Mark, I want to extend a special thanks to Dr. Peter De Michele, who willingly provided me with much needed technical support. I appreciate his kindness, patience and most of all his sincerity in helping me understand and use the SPSS software. Also, it was a pleasure working with Alison Lanier. Whether by phone or e-mail, I came to expect a cheerful and responsive Alison at the other end graciously willing and able to assist me."*

*-Bob Ehemann, Division of Parks and Recreation, Delaware Department of Natural Resources and Environmental Control*

### ***Use of Random Digit Dialing***

Responsive Management will use random-digit dialing for the survey of West Virginia residents. Random-digit dialing telephone survey methodology is the best and most accurate methodology available for gathering data representative of the general population. Random-digit dialing is used for many purposes, including political polling, where accurate survey results are vital and results are subject to verification.

### ***Response Rates***

It is important to recognize that different organizations use different methods to calculate “response rates,” and sometimes these methods can be used to distort an organization’s effectiveness in implementing a survey. The reason that some firms obfuscate response rates is that response rate is a direct indication of a research organization’s effectiveness and diligence in designing and implementing a survey. A low response rate is often a sign of poor survey design and/or implementation.

Generally speaking, a response rate is the ratio of all people who responded to all people who chose not to respond. Playing with the concept of what it means to “choose not to respond” is where the trouble with distorted response rates lies. For instance, “double-screening” potential respondents by asking them if they would like to participate in a survey and then later calling only those who said that they would participate and recording the rate at which these people responded misrepresents the actual response rate. Such a method leads to seemingly high response rates. Responsive Management does not double screen and counts numbers with answering machines for which a person cannot be contacted as someone who chose not to respond to the survey. This is reasonable as some people “screen” calls. To not count calls to answering machines for which a person could not be contacted as part of the denominator in the response rate equation does not result in an accurate calculation of the response rate.

*“In addition to an impeccable research record with numerous wildlife management agencies, including our own, Responsive Management has a history of thorough data collection and analysis, the ability to maintain a research schedule and budget, as well as the ability to consistently produce legally and statistically defensible research documents . . . .”*  
-Wyoming Game and Fish Department

Response rates are vitally important, because the level of error for and the meaning of every finding in a study are inextricably linked to the response rate. It may be that some organizations do not avail themselves of the many well-researched, accepted methods to ensure high response rates (see *Mail and Internet Surveys: The Tailored Design Method (2<sup>nd</sup> Edition)*; by Don A. Dillman; John Wiley & Sons, Inc.; 2000).

In Responsive Management's analysis, the response rate will be calculated by dividing the number of completed interviews by the number of all eligible telephone numbers that were attempted. An eligible number is a number that is a working telephone number in a residence with someone with whom we can speak (e.g., not hearing disabled) and who meets the criteria called for in the study.

## **Task: Analyze Survey Data**

### ***Analysis of Telephone Survey***

All telephone survey data will be processed and analyzed using SPSS/11.5 for Windows software and proprietary software developed by Responsive Management. Data processing and analysis will include coding, cleaning of data, preparation of straight tabulations, and preparation of study printouts. Responsive Management will create graphs to correspond with each question for easy review and visual display of survey data. Responsive Management will also create graphs showing differences among the regions, if desired. All data will be available in both hard copy and on CD in SPSS or Excel formats.

*"It is quite an understatement to say that I couldn't have done it without you all! From our very first conversations about survey design, timeline, budget, and data handling, you were attentive to my concerns as a graduate student and a newly initiated human dimensions researcher. Your professionalism and expertise made me feel quite confident about our partnership and about the quality of data. Furthermore, you included me in every aspect of the process and made me feel that my comments were valued . . . .*

*"Upon my visit to Responsive Management HQ, it became quite clear to me why your firm is so highly praised throughout the field of human dimensions research. It was an absolute delight to see you guys in action. . . .*

*"A world of thanks."*

*-Salinda Daley, Graduate Student, North Carolina State University (former)*

Responsive Management will provide a wide variety of statistical methods that are tailored to the purposes of this study. Descriptive analyses will be used to examine the characteristics of the sample, while inferential statistics will be used to project these analyses to make statements about the population as a whole. Non-parametric analyses will be performed on data that are entirely categorical (e.g., gender) or entirely ordinal (e.g., increasing levels of support of a statement). Parametric analyses will be performed on interval data (e.g., age). Univariate procedures will be used to examine relationships and differences among individuals on a single characteristic. Multivariate procedures will examine these same relationships and differences among individuals using multiple characteristics.

This project will have two stages of statistical analysis. The first stage will be the descriptive analysis. This is the stage where attitudes, perceptions, opinions, and characteristics will be described and summarized in graphs and tables. The exact method used to summarize the data will be dependent on the characteristics of the data (i.e., whether the data are categorical, ordinal, or interval). Categorical and ordinal data typically will be summarized as percents and sometimes in the form of measures of central tendency using medians and modes. Interval data typically will be summarized in the form of central tendency using the mean.

The second stage of analysis will be the inferential analysis. This stage analyzes the relationships and differences among attitudes, perceptions, opinions, and characteristics being measured in the study. Selection of the type of statistical tests to be used will begin by deciding whether the data are best analyzed by examining differences (e.g., analysis of variance) or by examining relationships (e.g., Pearson product-moment correlation). Within these two broad categories of differences and relationships are a multitude of statistical tests. The best one for each situation will be selected depending on whether the analysis is descriptive or inferential, whether the data are parametric or non-parametric, and whether the analysis is univariate or multivariate. In special cases, unique or less common analyses will be applied to clarify results that may otherwise be difficult to interpret.

*“On behalf of Ducks Unlimited, I wish to thank you and your team at Responsive Management for your outstanding work . . . . You and your staff were pleasant, easy to work with, and very professional . . . . The questions and analysis were right on target to address important issues in habitat conservation.”*

*-James K. Ringelman, Director of Conservation Programs, Ducks Unlimited Inc.*

Statistical analyses will identify significant findings. Chi-square tests will be used to determine if significant differences exist between responses for key questions. Chi-square tests resulting in  $p < 0.05$  are considered statistically significant. The findings of this study will be reported at the 95% confidence level.

***Optional Analysis: Non-Parametric Analysis (Z-Scores) to Assess Differences Among Telephone Survey Responses by Demographic, Geographic, and Attitudinal Characteristics***

Non-parametric analyses are invaluable for identifying subgroups within the boater population that have particular opinions. Non-parametric analyses allow for targeted planning and messaging in the development of strategies for implementing efforts to meet the needs of West Virginia residents based on specific opinions, interests, or characteristics of a particular subgroup within the general population.

As part of this study, a non-parametric analysis will examine how various responses relate to various demographic, geographic, and attitudinal characteristics as well as the responses to all other questions. Responses for all questions will be tested by means of “z-scores” for relationships to specific characteristics and opinions about boating-related issues. A z-score is a statistical test that provides a value indicating how strongly two variables are related.

Responsive Management possesses proprietary software that allows z-scores to be run on *all* questions based on *all* available demographic, geographic, and attitudinal characteristic variables. Z-scores are also valuable for identifying regional differences.

*“I am writing to extend my appreciation to you and your staff for the exemplary job you did with the development and production of Saving Lives and Preventing Boating-Related Accidents: An Assessment of State Recreational Boating Safety Needs for the . . . Aquatic Resources (Wallop-Breaux) Trust Fund. . . .*

*“The needs assessment has been very well received, and we anticipate utilizing the document as the primary educational tool for conveying our state resource needs to members of Congress and the Administration. The content, format and ‘look’ of the publication are first rate. . . .*

*“I want to take this opportunity to thank you personally for your commitment, involvement and contribution to NASBLA’s research agenda over the last few years. You have been a part of some of our most exciting and significant trend analysis and policy development to date.”*

*-Alvin Taylor, President, National Association of State Boating Law Administrators*



No other firm can provide this extensive level of statistical analysis on all the variables within the study. In short, Responsive Management's method joins the simplicity of easy-to-read, summarized results with the power of knowing that these results are the product of the exploration of *every possible pair of variables* in a study.

The z-scores will be shown in tabulations that have identified all the statistically significant variables and ranked them according to the strength of the correlation. Often, research firms will run "generic" cross-tabulations on all variables that compare percentages but do not take the additional step to determine if these cross-tabulations are *statistically significant* nor to place those significant variables in order by the strength of the correlation. Statistical tests are important, objective criteria that identify the statistically significant variables, allowing researchers to make decisions about the relative importance of the differences in percentages. In many cases, large differences in percentages are not significant differences because one or both of the groups being examined are a very small group of people. However, other research firms often do not perform the statistical tests necessary to prevent erroneous conclusions based on merely comparing those percentages. Statistical tests balance the size of the difference in percentages with the number of respondents affected and compare the size of the difference to a known standard. It is possible for a small difference affecting many respondents to be significant while a large difference affecting few respondents may not be significant. The statistical tests that Responsive Management employs when running z-scores standardize decisions on what is significant and minimizes error in the z-score results.

*"I would recommend Mark Duda to anyone wishing to assess public views. His style was interactive in the development of the instrument as well as during the assessment of the results. His knowledge and experience nationwide were tremendously helpful in framing the questions on the survey, and provided a basis to further understand not only what our citizens thought about our performance and what our priorities should be, but how it compared on a national level. Mark provided a professional presentation to our Wildlife Commission, and answered their queries from a technical expertise concerning the survey and what it meant that would have been difficult to manage on our own. I have utilized his graphs which he provided in Microsoft Power Point to develop programs for training of employees and presentations to public groups. In the final analysis of his services I would say that when it becomes time to do another assessment, Mark will be the first one contacted to see if he can do the work. I'd hire him again."*

-John Bredehoft, Chief of Law Enforcement, Colorado Division of Wildlife


A sample of how a z-score tabulation will appear follows, taken from a survey of Maryland residents' attitudes toward black bear management conducted by Responsive Management. This tabulation shows the characteristics associated with the response: "thinks the black bear population in Maryland is about the right level." The following explains how to read a z-score table. In the tabulation, respondents who think black bears are abundant or common in Maryland today (with a z-score of + 7.04) were statistically more likely to think the black bear population in Maryland is about the right level. Income and age also affected respondents' opinion of the black bear population in Maryland: respondents whose household income is over \$80,000 (+ 4.19) and respondents who are 47 years old or older (+ 3.13) were statistically more likely to think the black bear population in Maryland is about the right level.

Sample Z-Score Tabulation

| <b>Thinks the black bear population in MD is about the right level</b>                               | <b>Z-SCORE</b> |
|--|----------------|
| Thinks the black bear population in their county is about the right level.                           | 14.14***       |
| Thinks the MD DNR has done an excellent or good job of managing black bears in MD.                   | 8.48***        |
| Thinks black bears are abundant or common in MD today.   | 7.04***        |
| Household income is over \$80,000.   | 4.19***        |
| Estimate of number of black bears currently living in MD is at or above median (500).                | 3.87***        |
| Gets their information about black bears from the DNR Website.                                       | 3.74***        |
| Gets their information about black bears from e-mail.  | 3.74***        |
| Gets their information about black bears from other state government offices.                        | 3.56***        |
| Number of times encountered a black bear in the wild in MD is below median (1).                      | 3.5***         |
| Disagrees that property owners should be compensated for damages to livestock caused by black bears. | 3.26**         |
| Gets their information about black bears from the Internet (not including DNR Website).              | 3.25**         |
| Is at median age or over (47).   | 3.13**         |
| Agrees that there is no need for black bears in MD.  | 3.08**         |
| Thinks the money for compensation should come from wildlife violation fines.                         | 3.06**         |
| Agrees that black bears in MD are dangerous to humans.   | 2.89**         |
| Thinks black bears were rare or extinct in MD before settlers came to the area in the 1600s.         | 2.79**         |
| Supports MD DNR sharpshooters killing black bears to control populations.                            | 2.7**          |
| Opposes the DNR using repellents for black bears that cause damage to livestock or pets.             | 2.69**         |
| Knows a great deal or moderate amount about black bears in MD.                                       | 2.65**         |

Characteristics most strongly associated with the response: thinks the black bear population in MD is about the right level.

|  |        |
|--|--------|
| Supports regulated hunting of black bears because thinks black bears threaten human safety.  | 2.6**  |
| Neither supports nor opposes allowing private citizens without depredation permits to kill bears that are causing damage to personal property or crops.  | 2.59** |
| Thinks DNR (excluding the Wildlife and Heritage Service) is the most credible source of information on black bears in Maryland.  | 2.55*  |
| Agrees that black bears will kill many livestock and pets in MD.   | 2.47*  |
| Supports regulated hunting of black bears because thinks license sales should help fund compensation for black bear damage.  | 2.46*  |
| Would support black bear hunting in MD if knew that hunting was currently allowed in neighboring states and that the density of black bears in parts of MD is higher than in those neighboring states. | 2.41*  |
| Disagrees that black bears will enter into populated areas in MD.  | 2.4*   |
| Thinks a reasonable fee for a Maryland resident to have the opportunity to hunt black bear in Maryland is at or above median (75).   | 2.33*  |
| Thinks the SPCA/Humane Society is the most credible source of information on black bears in Maryland.  | 2.25*  |
| Is Asian or Pacific Islander.  | 2.24*  |
| Was hiking when saw the black bear.  | 2.15*  |
| Would oppose black bear hunting in MD if knew that revenue from selling black bear hunting licenses would be used to finance the cost of black bear damage to private property.                        | 2.15*  |
| Was biking when saw the black bear.  | 2.11*  |
| Opposes allowing the black bear population to expand naturally into other parts of MD.   | 2.09*  |
| Thinks black bears are found statewide.  | 2.02*  |
| Opposes regulated hunting as a way to control black bear populations in MD.  | 1.99*  |
| Opposes expanding black bear populations into other parts of MD through relocation into acceptable habitats.   | 1.98*  |
| INSIGNIFICANT AND NEGATIVE Z-SCORES OMITTED  |        |

  
 Strength of correlation increases moving up the table.

*"The admonition to 'Know Thyself' was never more true than when it is applied to business. And helping us define our Bowhunting Market and who we are has recently been masterfully done for us by Mark Damian Duda and the folks at Responsive Management. In my 34 years in the Archery industry, I have never seen such a complete and understandable marketing research exercise than what they have just completed for us. Mark has long been recognized as the leader in definitive research when it comes to our outdoor field, and he is a joy to work with, as are his entire staff. We can recommend Responsive Management in the highest possible terms."*

*-Dick Lattimer, President/CEO, The Archery Manufacturers & Merchants Organization*

The asterisks in the z-score table show the strength of the correlation. Those z-scores that have a value of 3.30 or greater have three asterisks—three asterisks indicate that the relationship is so strong that it would happen by chance only 1 out of 1,000 times. Those z-scores that have a value of 2.58 to 3.29 have two asterisks—two asterisks indicate that the relationship is so strong that it would happen by chance only 1 out of 100 times. Finally, those z-scores that have a value of 1.96 to 2.57 have one asterisk—one asterisk indicates that the relationship is so strong that it would happen by chance only 5 out of 100 times.

The z-scores will be calculated as shown in the formula below:

**Equation to calculate z-scores:**

$$z = \frac{(p_1 - p_2)}{\sqrt{p(1-p) \left[ \frac{1}{n_1} + \frac{1}{n_2} \right]}}$$

where:

$n_1$  represents the number of observations in Group 1.

$n_2$  represents the number of observations in Group 2.

$p_1 = a/(a + b) = a/n_1$  and represents the proportion of observations in Group 1 that falls in Cell  $a$ . It is employed to estimate the population proportion  $\Pi_1$  (% of Group 1 who had specific characteristic).

$p_2 = c/(c + d) = c/n_2$  and represents the proportion of observations in Group 2 that falls in Cell  $c$ . It is employed to estimate the population proportion  $\Pi_2$  (% of Group 2 who had specific characteristic).

$p = (a + c)/(n_1 + n_2) = (a + c)/n$  and is a pooled estimate of the proportion of respondents who had specific characteristic in the underlying population.

(Equation from *Handbook of Parametric and Nonparametric Statistical Procedures*, 2<sup>nd</sup> Edition by David J. Sheskin. © 2000, Chapman & Hall/CRC, Boca Raton, FL.)

*"Shazam! You did it again! The survey report you generated for the Commission's Task Force on Outdoor Kansas is excellent. Even more impressive is the fact that you beat, by two days, the unreasonable deadline we gave you . . . ."*

*"I was not at all surprised that you delivered the survey and report services as agreed (that is the type of work you're known for), but I was impressed that the Responsive Management crew was able to get it done so quickly."*

-Rob Manes, former Assistant Secretary, Kansas Department of Wildlife & Parks (currently with the Wildlife Management Institute)

## **Task: Produce Final Report**

The report and presentation will have utility for direct application to the needs of the WVDNR and black bear management efforts in the state. The report will be a thorough analysis and synthesis of all the research conducted. The final report will include an executive summary; an introduction; survey methodology; survey graphs and tables, including graphs by region; the survey instrument and results; verbatim comments from open-ended survey questions; and, if selected as an option, cross-tabulations (z-scores).

In addition to the written report, all data will be available in hard copy or on CD in SPSS or Excel format.

*“There is no doubt that the Commission received the best and most cost-effective survey product available. You and your staff did an outstanding job preparing and conducting the survey and presenting the results . . . . I would especially like to thank you for working with staff to develop the fine product that we now cite and use nearly every day. We use the survey results as a touchstone for many discussions and subsequent management decisions. We are quite pleased with the survey product and we look forward to working with Responsive Management in the future.”*

-Peter A. Colangelo (retired), Executive Director, Pennsylvania Fish and Boat Commission

## TIMELINE AND PRICING FOR PROPOSED SERVICES

| TASKS  | TIMELINE*                      | PRICING  |
|--|--------------------------------|--|
| <b>Task:</b> Develop and Pretest Survey Instrument               | October – November 2006        | \$24,500   |
| <b>Task:</b> Administer Survey (n=1,200 West Virginia residents) | November 2006                  |  |
| <b>Task:</b> Analyze Survey Data                                 | November – December 2006       |  |
| <b>Option:</b> Non-Parametric Analysis (Z-Scores)                | November – December 2006       | \$ 5,000   |
| <b>Task:</b> Produce Preliminary Report                          | Delivered by December 1, 2006  | (Not billed separately; included in costs of above items.) |
| <b>Task:</b> Produce Final Report                                | Delivered by February 28, 2007 | (Not billed separately; included in costs of above items.) |

\*Actual dates depend on when the contract is awarded.

*“Mark Damian Duda is one of the nation’s foremost researchers on public attitudes toward the environment.”*

-Orlando Sentinel and Associated Press

## **RESPONSIVE MANAGEMENT EXPERIENCE AND EXPERTISE**

No other firm has as much experience and working knowledge of wildlife and wildlife management issues than Responsive Management. Additionally, Responsive Management follows the highest standards in conducting public opinion polling to ensure accurate, unbiased results. No other firm in the country can offer the depth of statistical analyses offered in this proposal at this cost.

Responsive Management has considerable experience in survey research measuring the general population's opinions, attitudes, participation, and practices. Responsive Management has performed many studies on attitudes toward wildlife and wildlife management issues for many state fish and wildlife agencies, numerous departments of natural resources, federal agencies; many top universities, and national organizations. The following is just a sampling of the extensive Responsive Management experience that is relevant to the proposed mandatory boater education study for the WVDNR.

## **Responsive Management Qualifications and References**

### ***Surveys Conducted on Attitudes Toward Wildlife Issues (3)***

*West Virginia Residents' Attitudes Toward Wildlife, Their Participation in Wildlife-Related Recreation, and Their Consumption of Fish Caught in West Virginia.* Telephone survey of West Virginia residents to determine their attitudes toward wildlife, their participation in wildlife-related activities, their consumption of fish caught in West Virginia, and their attitudes toward fish consumption advisories.

**Reference:** Steve Brown, West Virginia Department of Natural Resources  
P.O. Box 67  
Elkins, WV 26241  
(304) 637-0245  
sbrown@dnr.state.wv.us

*Public Opinion on Fish and Wildlife Management Issues and the Reputation and Credibility of Fish and Wildlife Agencies in the Northeast United States.* Telephone surveys to determine public opinion on fish and wildlife management issues and regulations, the public's awareness of the state's fish and wildlife agency, their opinions on the agency's performance, and their knowledge of agency programs. Study entailed surveys in Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Virginia, and West Virginia.

**Reference:** Judy Stokes, New Hampshire Fish and Game Department  
11 Hazen Drive  
P.O. Box 1856  
Concord, NH 03301  
(603) 271-1738  
jstokes@wildlife.state.nh.us

*Public Opinion on Fish and Wildlife Management Issues and the Reputation and Credibility of Fish and Wildlife Agencies in the Southeastern United States.* Telephone surveys to determine public opinion on fish and wildlife management issues and regulations, the public's awareness of the state's fish and wildlife agency, their opinions on the agency's performance, and their knowledge of agency programs. Study entailed surveys in Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, Missouri, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia.

**Reference:** Corky Pugh, Alabama Department of Conservation and Natural Resources  
64 North Union Street  
P.O. Box 3011456  
Montgomery, AL 36130  
(334) 242-3848

### ***Surveys Conducted on Opinions on Black Bear Management and Populations, and Attitudes Toward Bears (3)***

*Public Attitudes Toward Black Bear Management in Maryland.* Telephone survey of Maryland residents to determine opinion on black bear management in Maryland, including populations and nuisance behavior.

**Reference:** Harry Spiker, Maryland Department of Natural Resources, Wildlife Division  
1728 Kings Run Road  
Oakland, MD 21550  
(301) 334-4255

*Skagit and Whatcom County Residents Respond to Grizzly Bear Survey.* Telephone survey of residents in Skagit and Whatcom Counties in Washington state to determine residents' opinions on and attitudes toward grizzly bear recovery and residents' knowledge and information needs related to grizzly bear recovery.

**Reference:** Jim Davis, Conservation Partnership Center  
512 20th Street  
Bellingham, WA 92225  
(360) 715-3458  
jmdaviscps@comcast.net



*New Hampshire Residents' and Hunters' Opinions on the Status and Management of Big Game Populations.* Telephone survey of the New Hampshire residents to determine public opinion on and attitudes toward populations and management of big game species, including white-tailed deer, black bear, moose, and wild turkey. The results include trends among the public and hunters, as well as regional analyses.

**Reference:** Mark Ellingwood, New Hampshire Fish and Game Department  
11 Hazen Drive  
P.O. Box 1856  
Concord, NH 03301  
(603) 271-2461  
mellingwood@wildlife.state.nh.us

### ***Additional Surveys Conducted on Attitudes Toward Bears***

*Michigan Black Bear Survey.* Survey of Michigan residents to assess their opinions on, attitudes toward, and awareness of black bears.

*Washington Residents' Opinions on Grizzly Bear Recovery in the North Cascades Mountains.* Telephone survey to identify socio-demographic factors related to knowledge of grizzly bear recovery in the North Cascades and attitudes toward recovery options.

*Public Attitudes Toward Grizzly Bear Management in Wyoming.* Telephone survey to determine Wyoming residents' attitudes toward and opinions on the possible removal of the grizzly bear from the Endangered Species List and to measure support and opposition on a number of grizzly bear management issues.

*Vermont Residents' Opinions and Attitudes Toward Species Management.* Telephone survey of Vermont residents to assess their attitudes toward big game management issues, including deer, bear, and moose. Assessed cultural carrying capacity of big game in Vermont.

### ***Additional Studies Conducted in West Virginia***

*West Virginia Residents' Attitudes Toward Wildlife, Their Participation in Wildlife-Related Recreation, and Their Consumption of Fish Caught in West Virginia.* West Virginia residents' attitudes toward wildlife, their participation in wildlife-related activities, their consumption of fish caught in West Virginia, and their attitudes toward fish consumption advisories were measured using a telephone survey conducted for the West Virginia Division of Natural Resources.

*West Virginia Hunter Survey.* Survey of hunters in West Virginia to better understand attitudes toward the 9-day antlerless deer season, hunting pressure, issues surrounding access, and opinions of deer population levels.

*West Virginia Landowner Survey.* Survey of West Virginia rural landowners to assess their attitudes toward hunter access, hunter pressure, deer harvest on private lands, crop damage, and

hunter behavior. Assessed landowner interest in potential Division programs to increase hunting opportunities on private lands.

*West Virginians' Residents' Attitudes Toward the Land Acquisition Program and Fish and Wildlife Management.* Telephone survey to assess public opinions and attitudes toward the Department of Natural Resources and fish and wildlife management programs, with an emphasis on the public lands program.

*Public Use of Wildlife Resources in West Virginia.* Telephone survey of Randolph County, West Virginia, residents to assess their use of wildlife and forest products.

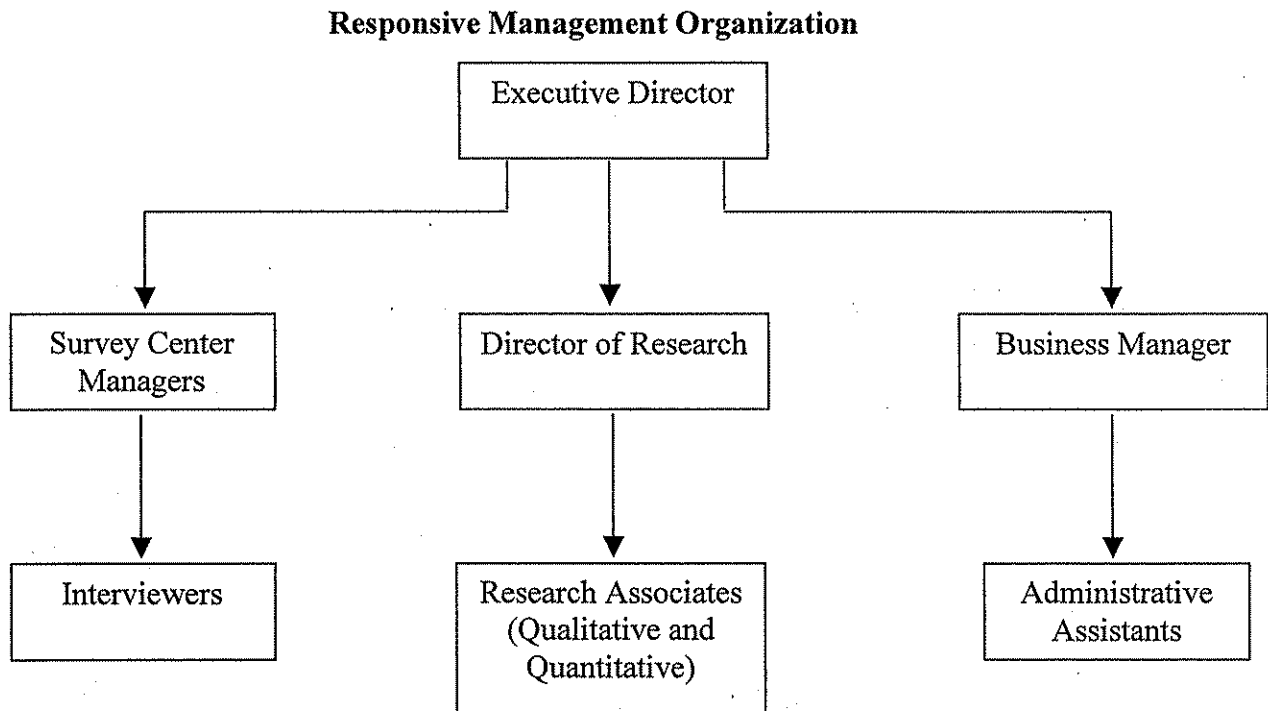
*West Virginia Wildlife Viewing Guide.* Full-color Falcon Press book on wildlife viewing in West Virginia. Includes site descriptions, viewing information, ownership information, and directions to each site. Also features a section on how to view wildlife. Sponsored by the West Virginia Division of Natural Resources.

Please see Appendix A for a more extensive list of Responsive Management studies of attitudes toward fish, wildlife, and natural resource management.

*"Responsive Management provided extraordinary services to my research project, which involved a large-scale telephone survey about cultural diversity and attitudes toward marine animals in Los Angeles. This was a challenging project, involving a lengthy survey that needed to be translated into several languages, and required a complex sampling strategy. Mark provided invaluable guidance in refining my survey instrument, structuring the sampling design, and working out the survey's logistics. And his friendly, knowledgeable and professional staff worked closely with me before, during and after the survey was completed. I would recommend Responsive Management to anyone planning a survey or focus group about wildlife and wildlife management."*

-Dr. Jennifer Wolch, Professor Co-Director, University of South California

## RESPONSIVE MANAGEMENT ORGANIZATIONAL CHART AND CONTACTS



For further information about Responsive Management or to discuss available services, please contact:

Mark Damian Duda, Executive Director  
mark@responsivemanagment.com

or

Alison Lanier, Business Manager  
alison@responsivemanagement.com

Responsive Management  
P.O. Box 389  
130 Franklin Street  
Harrisonburg, VA 22801

PH: 540-432-1888  
FAX: 540-432-1892

Also, please visit our Website at [www.responsivemanagement.com](http://www.responsivemanagement.com).

## RESPONSIVE MANAGEMENT STAFF RESUMES

Responsive Management consists of an Executive Director, a Director of Research, Statisticians, Survey Center Managers, Qualitative Research Associates, Quantitative Research Associates, and 45 professional interviewers who conduct surveys and research only on wildlife issues, wildlife management, and other natural resource issues.

### **Mark Damian Duda**

Mark Damian Duda is Executive Director of Responsive Management, an organization developed to help fish and game agencies and organizations better understand and work with their constituents and customers. He has directed hundreds of surveys and focus groups on hunting and hunting-related issues. He is the author of four books, and his research has been featured on CNN and in *The New York Times*, *The Wall Street Journal*, and on the front page of *USA Today*.

He has been named Conservation Educator of the Year by both the Florida Wildlife Federation and National Wildlife Federation and was the recipient of the 1995 Conservation Achievement Award from the Western Association of Fish and Wildlife Agencies. He was named the Wildlife Professional of the Year for 2000 by the Virginia Wildlife Society. He also received an award from the Potomac Ducks Unlimited Chapter for his contributions as a researcher and writer, and he received the Conservation Achievement Award in Communications from Ducks Unlimited. He holds a Master's degree from Yale University in natural resource policy and planning.

### **Peter E. De Michele, Ph.D.**

Peter De Michele, Director of Research, is a graduate of the University of Virginia (B.A., 1990, M.Ed., 1995; Ph.D., 2000). He earned concentrations in the supporting areas of Research Methods and statistics during his graduate studies. Peter has published numerous articles, including peer-reviewed, quantitative research in several publications, including the *Journal of Athletic Behavior*, and has co-authored a book on the psychology of sports and outdoor recreation. He is a former Modern Pentathlete who competed in the 1987 U.S. Olympic Festival.

One of Peter's major accomplishments at Responsive Management is the development of proprietary software to facilitate full z-score analyses of data. In addition, Peter's experience at Responsive Management includes numerous studies pertaining to wildlife and wildlife management issues, including *Public Attitudes Toward Black Bear Management in Maryland*; *Public Opinion on Fish and Wildlife Management Issues and the Reputation and Credibility of Fish and Wildlife Agencies in the Northeast United States: West Virginia*; and *Opinions on and Attitudes of Georgia Residents, Hunters, and Landowners Toward Deer Management in Georgia*.

### **Martin Jones**

Martin Jones is a Research Associate with Responsive Management. He holds a Master's degree in geography from the University of Vermont and a Bachelor's degree as a double major in English and geography from James Madison University. Prior to joining Responsive Management, Martin headed the technical writing department for a major engineering firm in Northern Virginia that did extensive wetlands and land-use research.

While at Responsive Management, Martin has written more than 35 studies on hunting and hunting-related issues. These numerous reports include *Public Attitudes Toward Black Bear Management in Maryland*; *West Virginia Residents' Attitudes Toward Wildlife, Their Participation in Wildlife-Related Recreation, and Their Consumption of Fish Caught in West Virginia*; and *Opinions of the General Population, Hunters, and Farmers Regarding Deer Management in Delaware*.

### **Chad Craun**

Chad Craun is a Research Associate with Responsive Management with expertise in quantitative analyses. Chad received his Bachelor's degree from Virginia Tech in statistics with a minor in economics. Chad's work experience includes employment at Cerro Fabricated Products, where he developed a statistically valid sampling plan as part of the company's overall quality control efforts.

At Responsive Management, Chad has conducted extensive analyses of data as part of many studies concerning hunting and hunting-related issues, including *Public Attitudes Toward Black*

*Bear Management in Maryland; Public Opinion on Fish and Wildlife Management Issues and the Reputation and Credibility of Fish and Wildlife Agencies in the Northeast United States: West Virginia; and New Hampshire Residents' and Hunters' Opinions on the Status and Management of Big Game Populations.*

**Andrea M. Criscione**

Andrea Criscione is a Research Associate with Responsive Management. She holds a Master's degree in English from Virginia Tech, with a concentration in communication studies, and a Bachelor's degree in sociology from Bridgewater College. Prior to joining Responsive Management, Andrea worked in corporate communications implementing public relations and marketing efforts for WVPT Public Television in Harrisonburg, Virginia.

Since joining Responsive Management, Andrea has worked on *West Virginia Residents' Attitudes Toward Wildlife, Their Participation in Wildlife-Related Recreation, and Their Consumption of Fish Caught in West Virginia; Attitudes Toward Urban Wildlife Among Residents of Phoenix and Tucson, Arizona; Attitudes of Georgia Residents, Hunters, and Landowners Toward Deer Management in Georgia.*

**Timothy L. Winegord**

Tim Winegord is a Survey Center Manager with Responsive Management. Tim is a retired Army First Sergeant with a background in the Nuclear, Chemical and Biological fields. Tim has managed the survey portion of Responsive Management's studies since joining the firm, including several surveys designed to collect outdoor recreation and natural resource data. These studies include *Public Opinion on Fish and Wildlife Management Issues and the Reputation and Credibility of Fish and Wildlife Agencies in the Southeastern United States: West Virginia; Public Opinion on Fish and Wildlife Management Issues and the Reputation and Credibility of Fish and Wildlife Agencies in the Northeast United States: West Virginia; and Attitudes of Georgia Residents, Hunters, and Landowners Toward Deer Management in Georgia.*

**Alison J. Lanier**

Alison Lanier is the Business Manager for Responsive Management. She performs all administrative duties; maintains all databases, accounts, and payroll; conducts business planning; and coordinates focus group projects. Alison received her Bachelor's degree in international business from James Madison University.

**Steven J. Bissell, Ph.D.**

Steven Bissell is a Qualitative Research Analyst for Responsive Management. He has worked for more than 25 years as a human dimension in natural resource researcher, Wildlife Conservation Officer, nongame and endangered species biologist, and land-use planner. Dr. Bissell received his Ph.D. from the University of Colorado. His work at Responsive Management has included *Factors Related to Hunting and Fishing Participation Among the Nation's Youth*, as well as many other hunting research projects.

**James B. Herrick, Ph.D.**

James Herrick is a Quantitative Research Consultant to Responsive Management. He received his Ph.D. in environmental microbiology from Cornell University and has Bachelor's and Master's degrees in botany and ecology from Brigham Young University. His main research interest is the effect of pollutants and agricultural practices on natural terrestrial ecosystems. Dr. Herrick was previously a postdoctoral researcher at the Los Alamos National Laboratory and has been a researcher and consultant for the Bureau of Land Management and for the government of Saudi Arabia. He is the author of numerous peer-reviewed papers and book chapters in the areas of environmental microbiology and environmental health. He is also a reviewer for the National Institutes of Health, Division of Research Grants; *Molecular Ecology*; and *The Journal of Microbiological Methods*.

**Interviewers**

Responsive Management maintains a full-service, computer-assisted telephone and mail survey center with 45 professional interviewers who conduct surveys only on wildlife, wildlife management, wildlife-related issues, and other natural resource and outdoor recreation issues.

## **APPENDIX A: ADDITIONAL RESPONSIVE MANAGEMENT STUDIES ON ATTITUDES TOWARD FISH, WILDLIFE, AND NATURAL RESOURCE MANAGEMENT**

*Marketing and Communication Strategies for the US Fish and Wildlife Service, Chesapeake Bay Field Office.* This report presents marketing and communications strategies and recommendations for the United States Fish and Wildlife Service, Chesapeake Bay Field Office. The purpose of this study was to provide recommendations to the CBFO to help increase awareness of the organization as well as to assist the CBFO in differentiating itself from the numerous other federal, state, and local organizations that conduct research, education, and outreach on conservation issues related to the Chesapeake Bay and watershed.

*Needs Assessment for Environmental Education in Florida: Florida Environmental Educators', Scientists', and Natural Resource Administrators' Attitudes Toward Environmental Education in Florida.* This study entailed focus groups, literature reviews, telephone surveys, and development of messages and public outreach strategies to target audiences to enhance environmental education programs in Florida.

*Delaware Green Infrastructure Education Market Inventory and Needs Assessment.* This study entailed a market inventory to identify and assess the Delaware Department of Natural Resources and Environmental Control's current green infrastructure education efforts and a telephone survey of the general population to assess the need for and interest in biodiversity education.

*Public Awareness of, and Attitudes Toward the Izaak Walton League of America: Research Implications and Communication Strategies for Increasing Public Awareness of the League.* This project involved the overall development and implementation of a comprehensive communication plan for the Izaak Walton League of America. The project entailed a literature review, focus groups, and a telephone survey that developed messages that allowed the League to match strategy and tactics with its target audiences through a full range of communication and development tools.

*Anglers' and Boaters' Attitudes Toward Various Messages that Communicate the Benefits of Fishing and Boating: Results of a Series of Nationwide Focus Groups.* This study entailed four focus groups with lapsed anglers and lapsed boaters to identify core messages that best communicate the benefits of recreational boating and fishing and aquatic stewardship.

*Floridians' Knowledge, Opinions, and Attitudes Toward Panther Habitat and Panther-Related Issues.* This study entailed a survey of Florida residents to quantify their opinions on and attitudes toward panthers and panther reintroduction. The information was used to develop recommendations for creation of education strategies and informational messages to provide individuals with the knowledge necessary to make informed decisions and to inspire them to act on behalf of Florida's environment as it relates to panther habitat and survival.

*Future of Fishing.* Nationwide study to identify specific programs and strategies for identified target markets to increase interest in and awareness of fishing. Included six focus groups, a major national telephone survey, and separate surveys of under-represented groups.



*Virginia Anglers' Attitudes Toward Fishing and Fisheries Management.* Survey of Virginia anglers to assess their attitudes toward fishing, fishing satisfaction, fishing regulations, and Department of Game and Inland Fisheries' fishing programs.

*Factors Related to Hunting and Fishing Participation in the U.S.: Fishing Focus Groups.* Three-year study on factors related to hunting and fishing recruitment, retention and desertion, and public opinion on and attitudes toward hunting and fishing. One of the largest studies ever conducted on the subject. The project entailed focus groups to give natural resource and outdoor recreation managers in-depth information on who participates in these activities, why they participate, as well as what causes them to be active or inactive participants.

*Pennsylvania Anglers' and Boaters' Attitudes Toward Aquatic Resources, Fishing and Boating.* Telephone survey of boaters and anglers in Pennsylvania on issues regarding fishing and boating and attitudes toward the Pennsylvania Fish and Boat Commission.

*Texas Parks and Wildlife for the 21st Century: Angler Survey.* Study of opinions and attitudes of anglers to assess the State's natural resource, cultural resource, and outdoor recreation needs.

*South Carolina Fishing License Holders Opinions and Attitudes Toward Fisheries Management in the South Carolina Department of Natural Resources.* Survey of fishing license holders on various subjects, including participation in specific types of fishing, harvest success, and regulations.

*South Carolina Fishing License Holders Opinions and Attitudes Toward Fisheries Management in the South Carolina Department of Natural Resources: Results of Largemouth Bass and Smallmouth Bass Anglers.* Survey of fishing license holders who fish for bass on various subjects, including participation in bass fishing, harvest success, and regulations.

*Florida Residents', Anglers', and Boaters' Opinions and Attitudes Toward Marine Resources.* Telephone survey regarding saltwater resource issues.

*South Carolina Residents' Opinions and Attitudes Regarding Wildlife and Marine Resources Management.* Telephone survey to gauge opinions and attitudes of adult South Carolina residents toward fish, wildlife, and marine resources management.

*South Carolina Residents' Opinions and Attitudes Regarding Fish, Wildlife, and Marine Resources Conservation in South Carolina.* Study of South Carolina residents' attitudes and their implications for natural resource management for South Carolina in the 21st century.

*Outreach and Education Strategies for the Division of Marine Resources, Florida Department of Environmental Protection.* Telephone and mail surveys and employee focus groups to determine attitudes toward marine resources. Information was used to develop a comprehensive public outreach program as well as marine resource information and education materials.

*Impact of License Fees and Stocking Levels on Pennsylvania Trout Anglers' Satisfaction and Participation in the Fishery: Report to the Pennsylvania Fish and Boat Commission.* This report reviews current knowledge about the potential impacts of two upcoming changes in

fishing management on angling participation in the state. The study considers previous research undertaken in Pennsylvania and other states, historical records of license sales in Pennsylvania, and a telephone survey of licensed anglers.

*South Carolina Youth Aquatic Survey.* Telephone survey to assess South Carolina youths' awareness of issues related to aquatic natural resources and recreational fishing. Done to assist SC Department of Natural Resources tailor its youth aquatic programs and services.

*Wyoming 1998 Fishing Trip Expenditures.* Survey of resident annual license holders, resident youth annual license holders, and non-resident annual license holders who did and did not take packaged fishing tours.

*Interest in and Attitudes Toward Freshwater Fishing in Hawaii.* Focus groups and telephone surveys to provide strategies to increase awareness of and interest and participation in freshwater fishing in Hawaii.

*Striped Bass Anglers' Attitudes Toward Fisheries Management on Lake Murray.* Telephone survey of bass anglers regarding their attitudes toward fisheries management on Lake Murray.

*Arkansas Resident Anglers and Non-Resident Anglers Awareness of and Attitudes Toward Fishing in Arkansas.* Telephone survey of Arkansas residents, senior residents, and non-resident anglers regarding participation in, awareness of, and attitudes toward fishing in Arkansas and fishing regulations.

*Youth and Fishing in South Carolina: Focus Group Report and Literature Review.* Phase I of South Carolina Youth Angling Study. Examined trends in fishing participation and marketing strategies.

*Kids' Fishing Clinic Survey, Department of Environmental Protection, Division of Marine Resources.* Study to assess opinions of clinic participants, fishing behavior before and after clinic, and knowledge of agencies responsible for managing and protecting marine resources.

*Women's, Hispanics', and African-Americans' Participation in, and Attitudes Toward Boating and Fishing.* An in-depth qualitative exploration, through use of 12 focus groups nationwide, of traditionally under-represented fishing and boating participation groups.

*Fishing Effort and Resource Allocation in the Florida Stone Crab Fishery: Results of a Stone Crab Angler Survey.* Telephone and mail survey of Florida stone crab fishermen who hold a commercial stone crab license to obtain information on the stone crab fishery in Florida.

*Pennsylvania Bass Anglers' Attitudes Toward Proposed Statewide Bass Regulations.* Telephone survey regarding Pennsylvania anglers' attitudes toward proposed bass regulations.

*New Mexico Angler Survey.* Study to ascertain the opinions and attitudes of anglers concerning fisheries management in New Mexico's lakes and streams.

*Sport Fishing and Boating Partnership Council Research.* Provided research assistance and consultation on a national strategy for increasing participation in recreational angling and boating. Assisted in a major literature review, data analyses, and the writing of an outreach plan.

*Fishing Motivation Study: Fly Fishing.* Survey of fly fishermen to assess their participation, satisfaction, and motivations. This research is used by the American Sportfishing Association, fishing tackle manufacturers, and fish and wildlife organizations to market and promote the benefits of fishing.

*American Sportfishing Association Fishing Motivation Study.* Annual telephone survey of anglers nationwide on angling participation, satisfaction, and motivations. This research is used by the Association, fishing tackle manufacturers, and fish and wildlife organizations to market and promote the benefits of fishing.

*Fishing Motivation Study.* Annual telephone survey of anglers nationwide on angling participation, satisfaction, and motivations. This research is used by the Association, fishing tackle manufacturers, and fish and wildlife organizations to market and promote the benefits of fishing.

*Anglers' Attitudes Toward and Opinions on Fishing Issues in Colorado.* Telephone survey of Colorado anglers to assess fishing satisfaction levels and opinions on proposed regulation changes.

*Directory and Evaluation of Sport Fishing and Boating Outreach Projects.* Directory of planned and existing sport fishing and boating outreach and education projects to facilitate communication among program managers as well as an evaluation of program effectiveness.

*Evaluation of the Florida Department of Environmental Protection's Youth Fishing Program.* Survey of youth participation in fishing, equipment purchase and consumption, and awareness of the Department.

*New Jersey Angler Preference Survey.* Conducted for the New Jersey Department of Environmental Protection, Bureau of Freshwater Fisheries, to assess species preference among New Jersey fishing license holders. The report also assessed opinions on specific fishing issues and fishing regulations.

*Constituent Attitudes Toward State Fish and Wildlife Agencies in the Northeast United States: A Qualitative Study.* Focus groups with wildlife recreationists from PA, NJ, NH, ME, CT, MA regarding awareness of fish and wildlife information and programs and attitudes toward state fish and wildlife agency.

*Arizona Residents' Uses of the State's Wildlife Resources and Their Knowledge of and Attitudes Toward the Arizona Game and Fish Department.* Telephone survey. Fifth biennial study.

*Vermont Residents' Attitudes Toward Program Priorities and Alternative Funding Mechanisms for the Vermont Fish and Wildlife Department.* Telephone survey and focus groups of Vermont

residents to measure opinions on and attitudes toward alternative funding for the Department, as well as to assess public priorities for Department programs.

*South Carolina Residents' Attitudes and Behaviors Toward Aquatic Resources.* Survey of South Carolina residents to assess their attitudes and behaviors toward fisheries and aquatic resources.

*Attitudes Toward and Awareness of Trapping Issues in Connecticut, Indiana, and Wisconsin.* Focus groups and telephone survey regarding awareness of and attitudes toward trapping issues. Project included design of survey that can be administered in future years for trends analysis.

*Indiana Residents' Attitudes Toward Wetlands.* Telephone survey on opinions of wetlands and wildlife as part of the Indiana Wetlands Conservation Plan.

*Preferences of Wyoming Residents Toward Alternative Funding Mechanisms for the Wyoming Game and Fish Department.* Five options for funding were presented in a telephone survey to assess residents' opinions on the funding options.

*Public Attitudes Toward Alternative Funding Mechanisms for the Vermont Department of Fish and Wildlife: Focus Group Results.* Focus groups of Vermont residents to measure opinions on and attitudes toward alternative funding for the Department, as well as to assess public priorities for Department programs.

*Industry Attitudes Toward Increasing Awareness of the Federal Aid in Sport Fish and Wildlife Restoration Programs.* Report prepared as part of outreach for Federal Aid in Sport Fish and Wildlife Restoration Program.

*Sport Fish and Wildlife Restoration Programs.* Personal interviews and focus groups of key hunting and fishing industry personnel to increase the interest in and use of the "Federal Aid" logo by industry and develop recommendations to increase the use and visibility of the logo and program. Also included trends analysis and a literature review.

*Sport Fish and Wildlife Restoration Programs: Literature Review.* Literature review regarding the "Federal Aid" logo and Sport Fish and Wildlife Restoration Program. Used to develop recommendations to increase the use and visibility of the logo and program.

*Sport Fish and Wildlife Restoration Programs: Region II Trends Analysis.* Study of key hunting and fishing industry personnel to increase the interest in and use of the "Federal Aid" logo by industry and develop recommendations to increase the use and visibility of the logo and program.

*Anchorage Registered Voters' Knowledge of and Attitudes Toward Funding for Fish and Wildlife Management.* Telephone survey of Anchorage registered voters to assess their support for, attitudes toward, and knowledge of funding.

*Kansas Residents' Opinions Toward Alternative Funding for Parks and Wildlife Management.* Telephone survey to assess Kansas residents' opinions on alternative funding for parks and wildlife management.

*Arkansas Residents' Attitudes Toward a 1/8 of 1% Sales Tax Increase Referendum.* Telephone survey regarding the support for or opposition to this November 1996 ballot initiative.

*Vermont Residents' Opinions and Attitudes Toward Alternative Funding Mechanisms for the Vermont Department of Fish and Wildlife.* Telephone survey and focus groups of Vermont residents to measure opinions on and attitudes toward alternative funding for the Department, as well as to assess public priorities for Department programs.

*Farmer Attitudes Toward Wildlife Issues in Ohio.* Telephone survey of farmers and landowners in Ohio to determine opinions on and attitudes toward game populations, deer hunters and hunting, damage done by game, and deer killed on highways.

*Illinois Residents' Opinions and Attitudes Regarding Trapping, Fur Hunting and Furbearer Management.* Developed strategies for an education program for the furbearer program. Project included a survey of adult Illinois residents to assess their opinions, attitudes, and knowledge levels on fur, furbearers, trapping, and related issues. Also conducted focus groups to test the effectiveness of educational materials.

*Kansas Residents' Opinions and Attitudes Regarding Funding Mechanisms for Parks and Wildlife Conservation and Recreation.* Telephone survey regarding funding mechanisms, participation, and interest in wildlife-related recreation.

*Survey of Users of and Stakeholders in the National Survey of Fishing, Hunting and Wildlife-Associated Recreation.* Mail survey of the stakeholders in the U.S. Fish and Wildlife Service's National Survey of Fishing, Hunting and Wildlife-Associated Recreation to determine the importance and use of the information. Entailed a study of users of the National Survey assessing opinions on eight different options for future national surveys. Stakeholder and user surveys were used by a subcommittee of the International Association of Fish and Wildlife Agencies to help direct the future of this multi-million dollar national survey.

*Americans and Wildlife Diversity: Public Opinions Toward Wildlife Diversity.* Project to better understand and define participation in and attitudes toward wildlife recreation activities and wildlife diversity funding among outdoor recreationists. Included an in-depth literature review and focus groups of outdoor recreationists to assess preferences and attitudes toward wildlife diversity funding through the Teaming with Wildlife program.

*1991 Stakeholder Survey on the National Survey of Fishing, Hunting and Wildlife-Associated Recreation.* Mail survey of the stakeholders in the U.S. Fish and Wildlife Service's National Survey of Fishing, Hunting and Wildlife-Associated Recreation to determine the importance and use of the information. Entailed a study of users of the National Survey assessing opinions on eight different options for future national surveys. Stakeholder and user surveys were used by a

subcommittee of the International Association of Fish and Wildlife Agencies to help direct the future of this multi-million dollar national survey.

*A Bridge to the Future: Wildlife Diversity Funding Initiative Booklet.* Developed a 32-page full-color booklet, "A Bridge to the Future: The Wildlife Diversity Funding Initiative," to assist the International Association of Fish and Wildlife Agencies and the U.S. Fish and Wildlife Service familiarize Congress on the benefits and importance of the Teaming with Wildlife program.

*Kansas Residents' Opinions and Attitudes Toward Alternative Funding.* Survey of Kansas residents to assess their opinions on various funding mechanisms for wildlife- and parks-related programs in the state, as well as participation and interest in wildlife-related recreation.

*Wyoming Residents' Attitudes Toward Wyoming Game and Fish Department Law Enforcement Activities.* Telephone survey to assess residents' attitudes toward, knowledge about, and perceived priorities for Wyoming Game and Fish law enforcement activities.

*Arizona Residents' Knowledge of, Opinions on, and Attitudes Toward the Arizona Game and Fish Department's Law Enforcement Activities.* Mail survey of public opinion of the Department's law enforcement efforts; opinion of enforcement of off-highway fish and wildlife laws; attitudes toward increasing law enforcement efforts; source of residents' information on law enforcement; knowledge of and participation in Operation Game Thief; public perceptions of law enforcement officers; attitudes toward various law enforcement strategies; and knowledge of, participation in, and attitudes toward off-highway vehicle recreation and regulations.

*Public Opinion on Fish and Wildlife Management Issues and the Reputation and Credibility of Fish and Wildlife Agencies in the Northeast United States.* This study was conducted for the Northeast Conservation Information and Education Association and its member agencies. The study ascertained public opinion on fish and wildlife issues and the credibility and reputation of the Division. The study entailed 13 separate state reports and an overall report for the entire northeast region.

*Delaware Residents' Outdoor Recreation Use Patterns and Needs: SCORP Survey and Report.* Telephone survey to assess Delaware residents' outdoor recreation needs, including future needs, as part of its overall state recreation plan.

*Texas Parks and Wildlife for the 21st Century: Landowner Survey.* Study of opinions and attitudes of landowners to assess the State's natural resource, cultural resource, and outdoor recreation needs.

*Texas Parks and Wildlife for the 21st Century: Outdoor Recreation Survey.* Study of opinions on and attitudes toward outdoor recreation to assess the State's natural resource, cultural resource, and outdoor recreation needs.

*The Conservation Fund Needs Assessment.* An organizational evaluation to determine the needs of partners, clients, and internal staff members. Group meetings with internal staff members and telephone survey of internal and external constituents.

*Employee Attitudes Toward the Arizona Game and Fish Department Annual Employee Survey: Focus Group Findings.* Three focus groups with Department employees to obtain opinions on the employee survey.

*Stakeholders' Opinions on the Viability and Benefits of Training Wood Product Industry Personnel Online: Focus Group Results.* Two focus groups regarding online training for timber and related industries.

*Attitudes Toward and Awareness of the Arizona Game and Fish Department's Outreach Programs: Focus Group Results.* Three focus groups to obtain opinions on the Department's outreach efforts.

*North American Wetlands Conservation Act.* Programmatic evaluation of the North American Wetlands Conservation Act. A "facts and figures" evaluation of past NAWCA-funded projects, economic activity generated, and a literature review. A qualitative evaluation using personal interviews, focus groups, and case studies of NAWCA-funded projects. A telephone/mail/Internet survey of stakeholders and constituents.

*New Hampshire School Teachers' Attitudes Toward Environmental Education.* Survey of New Hampshire school teachers to assess their use of wildlife and environmental education tools and their attitudes toward teaching wildlife- and environmental-related coursework.

*Aroostook Band of Micmacs and Houlton Band of Maliseets Integrated Resources Management Plan Survey Report of Land Use and Natural Resource Priorities.* Mail and telephone surveys to determine tribal values and priorities regarding land acquisition, natural resource use and management. Pertains to current tribal lands and purchase of new tribal lands.

*Texas Parks and Wildlife for the 21st Century: Park Users Survey.* Study of opinions and attitudes of park users to assess the State's natural resource, cultural resource, and outdoor recreation needs.

*Texas Parks and Wildlife for the 21st Century: Executive Overview and Implications of the Public Opinion and Attitude Research.* Study entailing focus groups and telephone survey conducted of external constituents, stakeholders, and the general population to assess the State's natural resource, cultural resource, and outdoor recreation needs.

*Texas Parks and Wildlife for the 21st Century: Focus Group Report.* Focus group study to assess the State's natural resource, cultural resource, and outdoor recreation needs.

*Texas Parks and Wildlife for the 21st Century: Telephone Survey Report.* Telephone survey to assess the State's natural resource, cultural resource, and outdoor recreation needs.

*Texas Parks and Wildlife for the 21st Century: General Population Survey.* Study of opinions and attitudes of the general population to assess the State's natural resource, cultural resource, and outdoor recreation needs.

*Off-Highway Vehicle Use in Arizona: Issues and Attitudes: Focus Group Results.* Four focus groups regarding off-highway vehicle use in Arizona.

*State Fish and Wildlife Agency Wildlife Habitat and Recreation Lands Needs Assessment.* Study conducted to assess state fish and wildlife agency habitat acquisition needs on a nationwide basis.

*Needs Assessment for Environmental Education in Florida: Final Report.* Focus groups, literature reviews, telephone surveys, and development of public outreach strategies to target audiences and messages and enhance environmental education programs in Florida.

*Arizona Residents' Attitudes Toward Wildlife Possession and Use.* Telephone survey to assess residents' attitudes toward wildlife possession and use.

*Arizona Residents' and Permit Holders' Attitudes Toward Wildlife Possession and Use.* Focus groups and survey to assess residents' and permit holders' attitudes toward wildlife possession and use.

*Americans' Attitudes Toward Animal Welfare, Animal Rights and Use of Animals.* 1998 Telephone survey and trends analysis of Americans' use of animals and attitudes toward animal rights.

*Needs Assessment for Environmental Education in Florida: Floridians' and Tourists' Opinions and Attitudes Toward Environmental Issues and Environmental Education.* Focus groups, literature reviews, telephone surveys, and development of public outreach strategies to target audiences and messages and enhance environmental education programs in Florida.

*Florida Department of Environmental Protection EcoVentures Teacher Survey.* Survey of Florida teachers to assess their awareness of, attitudes toward, and use of EcoVentures.

*State Biological Science Information Needs Assessment.* Study to obtain information from state agencies and institutions involved in natural resources. Standard questionnaire sent to each state's fish and wildlife agency, forestry department, parks department, environmental protection agency, natural resources agency, state museums, and natural heritage or nongame programs.

*Public Opinions and Attitudes Toward Reintroducing Grizzly Bears to the Selway-Bitterroot Wilderness Area of Idaho and Montana.* Telephone survey of local, regional, and U.S. residents regarding knowledge of, support for, and attitudes toward grizzly bears and grizzly bear reintroduction in the Selway-Bitterroot Wilderness Area. Conducted for the Grizzly Bear Recovery Team, Missoula, Montana.

*Needs Assessment for Environmental Education in Florida: Florida Environmental Educators', Scientists', and Natural Resource Administrators' Attitudes Toward Environmental Education in Florida.* Focus groups, literature reviews, telephone surveys, and development of public outreach strategies to target audiences and messages and enhance environmental education programs in Florida.



*Needs Assessment for Environmental Education in Florida: Focus Group and Open-Ended Interviews.* Focus groups and personal interviews for development of public outreach strategies to target audiences and messages and enhance environmental education programs in Florida.

*Americans' Attitudes Toward Animal Welfare, Animal Rights and Use of Animals.* 1996 Telephone survey and trends analysis of Americans' use of animals and attitudes toward animal rights.

*Non-Point Source Pollution Study.* Nationwide series of focus groups on public awareness and knowledge levels of non-point source pollution.

*Floridians' Opinions on and Attitudes Toward Alligator Management in Florida.* Survey of Floridians to assess public opinion on and attitudes toward alligator management and the nonconsumptive and consumptive value of alligators.

*Pennsylvania Residents' Opinions on and Attitudes Toward Nongame Wildlife.* Telephone survey of Pennsylvanians to determine opinions on and attitudes toward fish and wildlife management, alternative funding issues, and wildlife diversity.

*Public Opinion on and Attitudes Toward the Reintroduction of the Eastern Timber Wolf to Adirondack Park.* Focus groups and survey to assess public opinion on and attitudes toward the reintroduction of the eastern timber wolf to Adirondack Park, including interviews with residents of New England and residents specifically of New York State in and outside of Adirondack Park.

*Arkansas Residents' Opinions on and Attitudes Toward Wetland Conservation.* Telephone survey of Arkansas residents regarding wetlands and wetland conservation. Report prepared in support of the Arkansas Water Resources and Wetlands Task Force.

*Expanding the Reach and Resources of the North American Waterfowl Management Plan: Public Outreach Project-Corporate Focus Group Research.* Focus groups on waterfowl, wetlands, and the North American Waterfowl Management Plan to assist efforts to increase the effectiveness of public outreach efforts specifically for corporate partners.

*Expanding the Reach and Resources of the North American Waterfowl Management Plan: Public Outreach Project-Focus Group Research.* Focus groups on Americans' attitudes toward, knowledge of, and opinions on waterfowl, wetlands, and the North American Waterfowl Management Plan to assist efforts to increase the effectiveness of public outreach efforts.

*Expanding the Reach and Resources of the North American Waterfowl Management Plan: Public Outreach Project-Public Opinion Surveys.* Telephone and mail surveys on Americans' attitudes toward, knowledge of, and opinions on waterfowl, wetlands, and the North American Waterfowl Management Plan to assist efforts to increase the effectiveness of public outreach efforts.

*Floridians' Knowledge, Opinions and Attitudes Toward Panther Habitat and Panther-Related Issues.* Survey of Florida residents to quantify their opinions on and attitudes toward panthers and panther reintroduction. The information was used to develop recommendations for creation of education strategies and informational messages to provide individuals with the knowledge necessary to make informed decisions and to inspire them to act on behalf of Florida's environment as it relates to panther habitat and the survival of the endangered Florida panther.

*The Public and Grizzly Bear Reintroduction in the Bitterroot Mountains of Central Idaho.* Telephone survey carried out as part of Environmental Impact Statement for proposed reintroduction of grizzly bears into the Bitterroot Mountains.

*Wildlife and the Vietnamese Community in California: A Qualitative Study of Attitudes.* Study to explore activities of the Vietnamese community involving the illegal use of wildlife.  
Floridians' Wildlife-Related Activities, Opinions, Knowledge, and Attitudes Toward Wildlife: Update. Trends analysis and telephone survey of Floridians regarding wildlife and related issues. A major objective of the survey was to document and update data regarding public attitudes toward wildlife conservation.

*New Mexico Residents' Opinions Toward Mexican Wolf Reintroduction.* Telephone survey of New Mexico residents to assess their opinions of wolves and wolf reintroduction in Arizona and New Mexico.

*Floridians' Opinions and Knowledge Levels Regarding Wildlife-Related Issues.* Survey of Floridians and their awareness of and support for wildlife-related extension services.

*Floridians' Wildlife-Related Activities, Opinions, Knowledge, and Attitudes Toward Wildlife.* Telephone survey of Floridians regarding wildlife and related issues.

*Marketing Strategies for Florida's Nongame Wildlife Program.* Study to evaluate attitudes and behaviors of Floridians regarding wildlife conservation and to gather information to facilitate development of communication plan to further agency goals.

*Floridians and Wildlife: Sociological Implications for Wildlife Conservation in Florida.* Study of sociological implications for wildlife conservation.

*Northern Great Plains Landowner Survey.* Survey of landowners in the Prairie Pothole region of the Great Plains of the U.S. to assess opinions on and attitudes toward conservation easements and other habitat topics.

*Public Attitudes Toward Alternative Management Policies for Winter Use and Bison in Yellowstone National Park.* Study of three separate study groups, national, regional and local, to assess attitudes on water use and bison in Yellowstone National Park. Data collection services.

*Penobscot Nation Members' Attitudes Toward Pollution in the Penobscot River.* Telephone survey of Penobscot Tribal Members on the clean-up of the Penobscot River.

*Developing Effective and Responsive Partnerships: Needs Assessment for the Biological Resources Division, National Biological Survey.* In-person and telephone surveys of key constituents, and needs assessment and implementation of outreach efforts for the National Biological Survey. Culminated in a full-color booklet.

*Public Opinions and Attitudes Toward Reintroducing Grizzly Bears to the Selway-Bitterroot Wilderness Area of Idaho and Montana.* Follow-up telephone survey and trends analysis regarding attitudes toward grizzly bears and grizzly bear reintroduction into Selway-Bitterroot Wilderness Area.

*Factors Influencing Fur Sales.* Paper presenting an overview of factors influencing the sales of fur garments. Measurement techniques for assessing the relative importance of these factors was proposed.

*Fur Consumers' Attitudes Toward Fur.* Telephone survey to assess fur consumers' attitudes toward fur consumption and use.

*Young Women's Opinions on and Attitudes Toward Fur Clothing, Animal Welfare and Animal Rights.* Two focus groups and a telephone survey of women aged 18-28.

*Marketing Strategies for the Fur Information Council of America.* Development of marketing strategies for fur products based on a literature review, focus groups, and nationwide survey.

*Washington State Residents' Attitudes Toward Grizzly Bears and Grizzly Bear Augmentation.* Telephone survey of Washington residents regarding knowledge of, support for, and attitudes toward grizzly bears and grizzly bear augmentation.

*Attitudes Toward Wetlands and the Utah Lake Wetland Preserve: Public Opinion Survey Results Report.* Telephone survey of state residents and Salt Lake County residents, selected sportsmen, educators, recreation specialists and environmentalists to determine current public awareness and knowledge levels of, opinions on, and attitudes toward issues associated with the Utah Lake Wetland Preserve Plan for the Central Utah Project.

*Arkansas Residents' Attitudes Toward Wetlands.* Telephone survey of Arkansas residents to assess opinions of wetlands and wetlands conservation.

*Public Opinion Regarding Wolves and Wolf Management in the Greater Yellowstone Area.* Survey of Wyoming residents to assess their attitudes toward wolves and wolf management in the Greater Yellowstone Area.

*Public Attitudes Toward Grizzly Bear Management in Wyoming.* Telephone survey to assess residents' attitudes toward and opinions on possible removal of the grizzly bear from the Endangered Species List.

*Wyoming Residents' Attitudes Toward Wolf Management.* Survey of Wyoming residents to assess their opinions regarding wolf management alternatives.

*Status of Wildlife Diversity and Nongame Programs Within State Fish and Wildlife Agencies in the United States.* Analysis of the organization, structure, and programmatic elements of wildlife diversity programs in state fish and wildlife agencies nationwide. Analysis focused on use of volunteers, nontraditional constituents, and integration and current strategic positioning of nongame wildlife programs within state fish and wildlife agencies. Included telephone survey and review of state fish and wildlife agency operational and strategic plans.

*New Hampshire Aquatic Resources Education Center and Program Analysis Focus Group and Survey Report.* Telephone survey and seven focus groups of New Hampshire educators to assess planned Aquatic Resources Education Center/Program.

*Urban Wildlife Program Planning: The Human Dimension.* Chapter of book written in collaboration with J. Schaefer. Book is titled *Perspectives in Urban Ecology*, edited by E.A. Webb and S.Q. Foster.

*Florida Wildlife Viewing Guide Marketing Plan.* Marketing plan for the Florida Wildlife Viewing Guide based on focus groups and a survey of wildlife viewers. The survey utilized in-person interviews and was administered at wildlife refuges and state parks in Florida. The survey focused on wildlife viewers' perceptions of the proposed book—what they liked and did not like, opinions on specific aspects of the guides such as the icons, and the likelihood that a respondent would purchase the guide. A marketing plan matching product, price, place, and promotion strategies was developed for the project manager.

*Wildlife Viewing in Maryland: Participation, Opinions and Attitudes of Adult Maryland Residents Toward a Watchable Wildlife Program.* Telephone survey of Maryland residents to assess their opinions, attitudes, participation rates, and special needs while watching, studying, and photographing wildlife.

*Participation and Satisfaction Among Florida Hunters, Anglers, and Wildlife Viewers.* Project to measure hunter, angler, and wildlife viewer satisfaction through a literature review, an analysis of previously collected data, and a public opinion telephone survey of randomly selected Florida residents involved in primary nonconsumptive wildlife-associated recreation.

*Federal Aid Outreach Survey, Region II: Arizona Anglers, Boaters and Hunters; New Mexico Anglers, Boaters and Hunters; Oklahoma Anglers, Boaters and Hunters; Texas Anglers, Boaters and Hunters and Passport Holders.* Telephone surveys of random proportional samples of licensed anglers, hunters, and boaters regarding participation in outdoor activities and other issues.

*National Marine Sanctuaries Logo Assessment Study.* Mail and telephone questionnaire. A market assessment of the logo.

*Tennessee Wildlife Resources Agency Outreach and Education Project: Employee Opinions on and Attitudes Toward Public Outreach Efforts.* A 1996 study of Tennessee Wildlife Resources Agency employees' attitudes as well as the development of public outreach and information and education programs. Includes implementation of outreach plan developed by Responsive

Management to enhance Tennessee Wildlife Resources Agency's outreach efforts. Overall effort evaluated agency's communications programs and developed comprehensive outreach initiative to enhance public image of the agency, enhance public knowledge of the agency, and educate Tennessee residents of the state's natural resources. Included focus groups of agency employees.

*Tennessee Wildlife Resources Agency Outreach and Education Project: Outreach and Communications Strategies for the Tennessee Wildlife Resources Agency.* A 1996 study of Tennessee residents' and Tennessee Wildlife Resources Agency employees' attitudes as well as the development of public outreach and information and education programs. Includes implementation of outreach plan developed by Responsive Management to enhance Tennessee Wildlife Resources Agency's outreach efforts. Overall effort evaluated agency's communications programs and developed comprehensive outreach initiative to enhance public image of the agency, enhance public knowledge of the agency, and educate Tennessee residents of the state's natural resources.

*Management Assistance Team Products: A Content Analysis.* A comprehensive needs assessment of the products and services of the Management Assistance Team (MAT) involving all 50 state fish and wildlife agencies and other stakeholders. The project includes focus groups and a major telephone survey of key constituents to provide information on client needs for the future direction of programs and services.

*Sport Fishing, Boating, and Aquatic Resource Outreach Program Inventory.* Study of elements of the program regarding aquatic resources.

*Management Effectiveness in the Arizona Game and Fish Department 1992-1995.* Mail survey to Department employees that explored staff satisfaction on a variety of issues, including pay, morale, internal communications, ethics, agency mission, and relationships with supervisors. Comparison of 1992 and 1995 surveys.

*Tennessee Wildlife Resources Agency Outreach and Education Project: Tennessee Wildlife Resources Agency Employee Focus Groups on Agency Mission.* A 1997 study of Tennessee Wildlife Resources Agency employees' attitudes as well as the development of public outreach and information and education programs. Includes implementation of outreach plan developed by Responsive Management to enhance Tennessee Wildlife Resources Agency's outreach efforts. Overall effort evaluated agency's communications programs and developed comprehensive outreach initiative to enhance public image of the agency, enhance public knowledge of the agency, and educate Tennessee residents of the state's natural resources. Included focus groups of agency employees.

*Incentives for and Challenges to Market-Based Wildlife Recreation on Private Lands in Virginia.* Policy report on wildlife recreation on private lands.

*Kansas Residents' Participation in, Opinions on, and Attitudes Toward Outdoor Recreation.* Telephone survey to assess participation in, opinions on, attitudes toward issues pertaining to outdoor recreation in Kansas.

*Virginia Residents' Attitudes Toward Nonconsumptive Wildlife-Related Recreation.* Study to assess Virginia residents' participation in primary residential and nonresidential wildlife watching programs and public priorities for nongame and nonconsumptive programs.

*Survey of Residents of the Pike Creek Watershed Regarding Attitudes Toward and Behaviors Affecting Water Quality.* This study was conducted to determine the opinions and behaviors that affect water quality of residents who specifically lived in the vicinity of Pike Creek.

*Delaware National Estuarine Research Reserve Market Analysis and Needs Assessment for Coastal Training in Delaware.* A market analysis and needs assessment of the Coastal Training Program, an initiative of the Delaware National Estuarine Research Reserve. The assessment was used to guide the formulation of a strategic plan for the future of the Coastal Training Program. This project was conducted for the Delaware Department of Natural Resources and Environmental Control and the National Oceanic and Atmospheric Administration.

*Texas Parks and Wildlife for the 21st Century: Boater Survey.* Study of opinions and attitudes of boaters to assess the State's natural resource, cultural resource, and outdoor recreation needs.

*Arizona Boaters' Opinions of Boating and Boating Safety Issues on Arizona's Public Waters.* Survey of registered boat owners to assess attitudes toward boating safety, satisfaction, and opinions on numerous boating issues.

*Factors Related to Recreational Boating Participation in the United States: A Review of Literature: Issues and Implications.* Assessment of the future needs of boaters in the U.S. Telephone survey of NASBLA members, external constituents, and stakeholders.

*Virginia Boaters' Attitudes Toward Boating.* Survey of Virginia registered boaters on boating issues in Virginia and Department of Game and Inland Fisheries' boating programs.

*Licensed Motorboat Operators' and Registered Personal Watercraft Users' Opinions and Attitudes Toward Motorized Boating in Wyoming.* Telephone survey regarding motorboat use and location, factors in choosing location, law enforcement issues related to boating, boater behavior and safety, and other issues.

*Boating Professionals' Attitudes Toward the Future of Boating in the U.S..* Development of a comprehensive assessment of funding needs for state recreational boating safety programs. Conduct 1-day meetings with staff members and a telephone interviews.

*An Analysis of the Georgia Department of Natural Resources' Outreach Efforts to Increase Fishing License Sales Using the Water Works Wonders Campaign Materials.* An analysis of sales data among lapsed anglers who received outreach materials and lapsed anglers who did not receive outreach materials.

*Evaluation of Georgia Kids Fishing Events.* Study to assess attitudes towards fishing events and fishing in general.

*Georgia Kids' Fishing Events: Focus Group Report.* Five focus groups of school children to evaluate fishing events and to assess attitudes toward fishing among youth of different ages.

*An Assessment of Resident Participation in Freshwater and Saltwater Sport Fishing in Georgia.* Conducted for the Georgia Wildlife Resources Division and the Coastal Resources Division of the Department of Natural Resources.

*Evaluation Study of the "Georgia Outdoors" Public Television Program for the Wildlife Resources Division of the Georgia Department of Natural Resources.* Telephone survey to better understand Georgia residents' attitudes toward the show.

*Understanding the Georgia Public's Perception of Water Issues and the Motivational Messages to Which They Will Respond.* This study was conducted to determine the public's perception of water quality and quantity, as well as the message themes to which they would respond in a water conservation campaign. The study entailed focus groups and a telephone survey.

*Understanding the Georgia Public's Perception of Water Issues and the Motivational Messages To Which They Will Respond: Focus Group Findings.* This study was conducted for the Georgia Department of Natural Resources to determine the public's perception of water quality and quantity, as well as the message themes to which they will respond in a water conservation campaign. The study entailed focus groups and a telephone survey.

*Understanding the Georgia Public's Perception of Water Issues and the Motivational Messages To Which They Will Respond: Final Report (short version).* This study was conducted for the Georgia Department of Natural Resources to determine the public's perception of water quality and quantity, as well as the message themes to which they will respond in a water conservation campaign. The study entailed focus groups and a telephone survey.

*Understanding the Georgia Public's Perception of Water Issues and the Motivational Messages To Which They Will Respond: Final Report (long version).* This study was conducted for the Georgia Department of Natural Resources to determine the public's perception of water quality and quantity, as well as the message themes to which they will respond in a water conservation campaign. The study entailed focus groups and a telephone survey.

*Understanding the Georgia Public's Perception of Water Issues and the Motivational Messages To Which They Will Respond: Vol. 1 - Telephone Survey Results.* This study was conducted for the Georgia Department of Natural Resources to determine the public's perception of water quality and quantity, as well as the message themes to which they will respond in a water conservation campaign. The study entailed focus groups and a telephone survey.

*Understanding the Georgia Public's Perception of Water Issues and the Motivational Messages To Which They Will Respond: Vol. 2 - Additional Telephone Survey Results.* This study was conducted for the Georgia Department of Natural Resources to determine the public's perception of water quality and quantity, as well as the message themes to which they will respond in a water conservation campaign. The study entailed focus-groups and a telephone survey.

*Anglers Attitudes Toward Fisheries Management in Lake Russell.* A survey of Georgia and South Carolina licensed anglers to assess their opinions on and attitudes toward various subjects, including participation rates, harvest success, and regulations pertaining to Lake Russell.

*Pennsylvania Hunter Survey.* Telephone survey to assess Pennsylvania hunters' opinions, knowledge, and perceived priorities toward management and regulation of hunting in Pennsylvania including Sunday hunting. Implications and recommendations for hunter retention and recruitment were also provided.

*Virginia Hunters' Attitudes Toward Hunting and Wildlife Management.* Survey of licensed Virginia hunters to assess their attitudes toward hunting, hunting regulations, and the Department of Game and Inland Fisheries' hunting programs. Attitudes toward Sunday hunting were explored.

*Virginia Department of Game and Inland Fisheries HB 38 Constituent and Staff Study--House Bill 38 and Future Directions for the Department of Game and Inland Fisheries: Results of Constituent and Staff Studies and Recommendations for Future Action.* Study to guide implementation of funding from Virginia State House Bill 38, including issue identification among Department employees, internal and external constituent inventories, and policy recommendations. The project incorporates employee scoping workshops, an employee survey, interviews with Department Board members, as well as multiple major surveys of the general population, anglers, nonconsumptive wildlife enthusiasts, landowners, hunters, and boaters. Conducted in cooperation with Virginia Tech University and George Mason University. Attitudes toward Sunday hunting were explored with the general population, hunters, and landowners.

*Arkansas Deer Hunter Survey: Opinions on and Attitudes Toward Deer Hunting Regulations.* Telephone survey of resident deer hunters on deer management.

*Hunter Satisfaction: Implications for Game and Hunter Management in Florida.* Mail survey of licensed deer hunters to assess their opinions on a number of regulations and satisfaction parameters.

*New Mexico Big Game Hunter Survey.* Telephone survey of big game license holders regarding hunters' opinions toward big game hunting and regulations in New Mexico.

*New Jersey Deer Hunter Survey.* This study examined the opinions and attitudes of New Jersey deer hunters toward season structure and attitudes toward regulations.

*Delaware Residents', Hunters', and Recreational and Commercial Anglers' Attitudes Toward Wildlife and Fisheries Management.* Telephone survey of Delaware residents and selected groups concerning fisheries and wildlife management, including their opinions on regulations and other related issues.

*The Effects of Mandatory Basic Hunter Education and Advanced Hunter Training on Hunter Recruitment and Retention.* Focus groups, telephone surveys, and a multiple regression analysis



to determine the impacts of mandatory basic hunter education and advanced hunter training on hunter satisfaction, recruitment, and retention.

*The Effects of Mandatory Basic Hunter Education and Advanced Hunter Training on Hunter Recruitment and Retention: Youth Survey.* Study of youth to determine the impacts of mandatory basic hunter education and advanced hunter training on hunter satisfaction, recruitment, and retention.

*Arizona Licensed Hunters' Opinions of a Deer Bonus Point System.* Survey of Arizona hunting license holders to assess their attitudes toward a deer bonus point system.

*Factors Related to Hunting and Fishing Participation in the U.S.: Literature Review.* Three-year study on factors related to hunting and fishing recruitment, retention and desertion, and public opinion on and attitudes toward hunting and fishing. One of the largest studies ever conducted on the subject. The project entailed a major literature review to give natural resource and outdoor recreation managers in-depth information on who participates in these activities, why they participate, as well as what causes them to be active or inactive participants.

*Factors Related to Hunting and Fishing Participation in the U.S.: Hunting Focus Groups.* Three-year study on factors related to hunting and fishing recruitment, retention and desertion, and public opinion on and attitudes toward hunting and fishing. One of the largest studies ever conducted on the subject. The project entailed focus groups to give natural resource and outdoor recreation managers in-depth information on who participates in these activities, why they participate, as well as what causes them to be active or inactive participants.

*Factors Related to Hunting and Fishing Participation in the U.S.: Quantitative Analysis.* Three-year study on factors related to hunting and fishing recruitment, retention and desertion, and public opinion on and attitudes toward hunting and fishing. One of the largest studies ever conducted on the subject. The project entailed a nationwide telephone survey and multiple regression analysis to give natural resource and outdoor recreation managers in-depth information on who participates in these activities, why they participate, as well as what causes them to be active or inactive participants.

*Factors Related to Hunting and Fishing Participation in the U.S.: Final Report.* Three-year study on factors related to hunting and fishing recruitment, retention and desertion, and public opinion on and attitudes toward hunting and fishing. One of the largest studies ever conducted on the subject. The project involved a major literature review, 13 focus groups, nationwide telephone survey, and multiple regression analysis to give natural resource and outdoor recreation managers in-depth information on who participates in these activities, why they participate, as well as what causes them to be active or inactive participants.

*Factors Related to Youth Hunting and Fishing.* Series of focus groups with youth of all ages about hunting and fishing. Includes literature review.

*Arkansas Deer Hunters' Opinions and Attitudes Toward Deer Management.* Series of surveys of deer hunters in Arkansas regarding attitudes toward harvest, quality deer management, and season structures.

*Maryland Licensed Deer Hunters' Opinions of a Muzzleloading Firearm Deer Season Prior to the Modern Firearms Deer Season and Other Management Topics.* Resolution of a conflict among different deer hunter groups over the equitability of the deer season structure by utilizing a telephone survey of licensed resident deer hunters to measure their attitudes toward a muzzleloading deer hunting season prior to the modern firearm deer hunting season.

*New Jersey Hunter Retention and Deer Hunter Satisfaction.* Study to determine the extent of decreased hunting activity in New Jersey and reasons hunters have stopped hunting or have decreased hunting activity.

*Minnesota Deer Hunters' Opinions and Attitudes Toward Deer Management.* Telephone survey to assess the opinions and attitudes of resident hunting license holders pertaining to deer management in Minnesota.

*Opinions of the General Population, Hunters, and Farmers Regarding Deer Management in Delaware.* Telephone survey to determine the opinions of the general population, hunters, and farmers regarding deer management in Delaware.

*Florida Licensed Hunter Direct Mail Survey.* Study to gauge licensed hunter perceptions of the Florida Game and Fresh Water Fish Commission's deer management program.

*Factors Related to Hunter Behavior on Public and Private Lands and Barriers to and Opportunities for Encouraging Private Landowners to Open Their Land to Hunters.* A series of eight focus groups sponsored by the Izaak Walton League of America for the Hunting Ethics/Land-Access Project (HELP) to assess hunter behavior on public and private lands and attitudes of landowners toward hunters on their land.

*Deer Hunter Survey: Licensed Deer Hunters' Opinions on and Attitudes Toward Deer Management in Wyoming.* Survey of deer hunters in Wyoming regarding opinions of and attitudes toward deer management strategies.

*The South Carolina Department of Natural Resources Hunter Harvest Survey 1999-2000.* Telephone survey of license holders to obtain information regarding hunter harvest for 1999-2000 season. Information included number of hunters of each of several species, number of each species harvested, days afield for each species hunter, deer hunting weapons, and hunting locations.

*The South Carolina Department of Natural Resources Hunter Harvest Survey 2002-2003.* Telephone survey of license holders to obtain information regarding hunter harvest for 2002-2003 season. Information included number of hunters of each of several species, number of each species harvested, days afield for each species hunter, deer hunting weapons, and hunting locations.

*The South Carolina Department of Natural Resources Hunter Harvest Survey 2003-2004.* Telephone survey of license holders to obtain information regarding hunter harvest for 2003-2004 season. Information included number of hunters of each of several species, number of each species harvested, days afield for each species hunter, deer hunting weapons, and hunting locations.

*New Hampshire Residents' Opinions and Attitudes Toward Deer, Moose, and Bear in New Hampshire.* Telephone survey of New Hampshire residents to measure opinions on and attitudes toward big game management and related issues, specifically cultural carrying capacity regarding deer, moose, and bear.

*Licensed Elk Hunters' Opinions on and Attitudes Toward Elk Management in Wyoming.* Survey of elk hunting license holders to identify preferences, perceptions, and attitudes related to elk management and elk hunting.

*Washington Department of Fish and Wildlife Survey of Eastern Washington Upland Bird Hunters.* Telephone survey of upland bird permit holders to assess their opinions on and attitudes toward pheasant, partridge, and quail hunting and management in eastern Washington.

*Public Attitudes Toward Wild Turkeys in Alabama and Pennsylvania.* Telephone survey of Alabama and Pennsylvania residents regarding management of wild turkeys.

*Opinions and Attitudes of Georgia Residents, Hunters, and Landowners Toward Deer Management in Georgia.* A telephone survey of Georgia's general population, hunters, and landowners was conducted to determine their opinions on and attitudes toward deer management in Georgia. Extensive geographic analyses were conducted to pinpoint differences in attitudes and opinions based on respondents' location.

*Opinions of the General Population, Hunters, and Farmers Regarding Deer Management in Delaware.* A telephone survey of Delaware's general population, hunters, and farmers was conducted to determine their opinions on and attitudes toward deer management in Delaware.

*Ohio Mourning Dove and Ruffed Grouse Harvest Survey.* Mail and telephone surveys of license holders to determine hunting frequency, location, and harvest of mourning dove and ruffed grouse.

*Arizona Residents' and Hunters' Attitudes Toward Predator Hunting Contests.* Focus groups and survey of Arizona residents and licensed hunters to assess their attitudes toward predator hunting contests.

*Arkansas Residents' and Hunters' Opinions and Attitudes Toward Deer and Deer Management.* Telephone survey regarding opinions on, value of, and attitudes toward deer.

*New Hampshire Lapsed Hunter Survey.* Telephone survey to determine the attitudes and motivations of lapsed resident and non-resident hunters, including their satisfactions and

dissatisfactions with hunting, their constraints and barriers to continued and increased hunting in New Hampshire.

*Texas Parks and Wildlife for the 21st Century: Hunter Survey.* Study of opinions and attitudes of hunters to assess the State's natural resource, cultural resource, and outdoor recreation needs.

*Illinois Trapping, Fur Hunting, and Furbearer Management Study.* Telephone survey to assess Illinois residents' attitudes, perceptions, and opinions toward trapping, fur hunting, and furbearer management in Illinois. Study used by Illinois Department of Natural Resources to better manage its trapping and fur hunting programs and its furbearer animals. Study also included trends analysis.

*Wyoming Small Game/Upland Game Bird Expenditure Survey.* Study conducted to estimate small game and upland game bird hunter expenditures in 1999.

*Pennsylvania Game News Subscriber and Licensed Hunter Non-Subscriber Survey.* Telephone survey regarding format, design, and content of the magazine.

*Colorado Hunter Education Focus Group Report.* Third in a series of studies. This focus group research examined the effect of length of time since taking a hunter education course has on hunter behavior.

*Wisconsin Wildlife Professionals' Attitudes Toward and Opinions About Trapping and Best Management Practices of Trapping.* Focus group of wildlife professionals regarding attitudes toward and opinion on trapping as management option and development of best practices.

*Demand for Advanced Hunter Education in Colorado.* Survey to provide information on the need for advanced hunter education among Colorado hunting license holders and graduates of hunting education courses.

*Hunting Ethics Land-Access Project.* Report published by the Izaak Walton League based on Responsive Management report.

*Alaska Resident Hunting License Holders' Opinions on and Attitudes Toward Hunter Education.* Survey of licensed Alaska hunters to assess their opinions on and attitudes toward hunting, hunter education, and hunting safety.

*Archery Manufacturers and Merchants Organization: Bowhunter Participation Focus Groups.* Focus groups to obtain qualitative data related to bowhunter participation.

*Izaak Walton League Hunter Ethics Focus Groups.* A nationwide series of focus groups exploring hunting ethics and hunter responsibility.

*Children's Attitudes Toward a Web Page and Internet Game on Hunting: Focus Group Analysis.* Study of children's attitudes regarding a Web based game about hunting. Study examined the feasibility of producing an interactive Web site.

*Hunting as a Choice: Informed Choices Through Computer-Based Interaction.* Project to enhance and implement a Web site and educational interactive computer program to inform and educate youth about wildlife management and hunting. Website address is [www.thewildlife.net](http://www.thewildlife.net).

*Wisconsin Teenagers' Opinions on and Attitudes Toward Hunting.* Telephone survey of Wisconsin youth to assess attitudes toward hunting.

*International Association of Fish and Wildlife Agencies Hunting as a Choice Focus Groups.* A nationwide series of focus groups on youth and hunting. In-depth explorations on hunting initiation, attitudes toward hunting, as well as reactions to messages on hunting as a choice.

*Preferences of Northwest Florida Dove Hunters Regarding Changes in Season Structure.* Study of licensed hunters to assess impacts of proposed changes in the mourning dove season.

*Youth and Hunting: A Literature Review.* Study regarding issues surrounding youth hunting participation entailing literature review.

*Floridians' Opinions on Black Bear Hunting in Florida.* Telephone survey of Florida residents to assess public attitudes toward black bear hunting in Florida.

*Colorado Hunters' Attitudes Toward Elk Hunting Alternatives.* Telephone survey of elk hunters to assess their preference for elk hunting opportunities in Colorado.

*Archery Manufacturers and Merchants Organization: Factors Related to Bowhunting Participation.* Study of the needs, motivations, recruitment, and participation of bowhunters, including a series of four focus groups and a national telephone survey.

*Preferences of Wyoming Hunters and Anglers Toward Alternative Mechanisms for Funding the Wyoming Game and Fish Department.* Telephone survey to assess hunters' and anglers' opinions on funding options for the Wyoming Game and Fish Department.

*Licensed Antelope Hunters' Opinions on and Attitudes Toward Antelope Hunting and Management in Wyoming.* Telephone survey of antelope hunting license holders regarding antelope hunting and management strategies in Wyoming.

*Attitudes Toward Wildlife Management: Ballot Initiatives and a Proposed Sportsmen's Protection Fund.* Telephone survey of NRA members who hunt, ex-members who hunt, hunters who have never been NRA members, and NRA members who do not hunt.

*Wyoming Hunting Expenditures.* Survey of Wyoming hunting license holders to estimate hunting-related expenditures among resident and nonresident hunters of elk, deer, and antelope.

*Angler, Boater and Hunter Opinions On and Attitudes Toward Federal Aid.* Telephone survey of Federal Aid constituents on knowledge of and attitudes toward the Sport Fish and Wildlife Restoration Program. The program is a manufacturer excise tax on sporting arms, handguns, ammunition, archery equipment, fishing rods, reels, creels, and artificial baits and lures, as well

as taxes on motor boat fuel. Funds are dedicated to fish, wildlife, and boating projects, including land acquisition, wildlife management, hunter education, shooting ranges, sportfishing restoration projects, and the construction of boat landings and piers. The information is being used to increase awareness of the major contributions that this program has made in improving hunting, fishing, and boating opportunities across the United States.

*Hunter Education Assessment-Directors.* Project designed to review the national hunter education program and make recommendations for improvement. Personal interviews with fish and wildlife agency directors.

*Hunter Education Assessment-Hunter Education Coordinators.* Project designed to review the national hunter education program and make recommendations for improvement. Personal interviews with hunter education coordinators.

*Hunter Education Assessment-Hunter Education Coordinators and Course Summaries.* Project designed to review the national hunter education program and make recommendations for improvement. Personal interviews with hunter education coordinators and assessments of courses.

*Hunter Education Assessment-Non Agency Stakeholders.* Project designed to review the national hunter education program and make recommendations for improvement. Personal interviews with non-agency stakeholders.

*Oklahoma Licensed Hunters and Anglers: Opinions of Alternative Funding Mechanisms for the Oklahoma Department of Wildlife Conservation.* Telephone survey of resident licensed hunters and anglers in Oklahoma regarding their opinion of several funding options to raise revenue necessary to maintain current levels of programs and services and to fund the Department's nongame wildlife program. Survey results were used to increase Department revenue.

*South Carolina Hunting and Fishing License Duplication Study.* Telephone survey of hunters and anglers to determine how many licenses are held per hunter or angler and to accurately estimate the number of people participating in hunting or fishing in the state.

*Public Attitudes Toward Wild Turkeys in Alabama and Pennsylvania.* Telephone survey of Pennsylvania and Alabama residents regarding management of wild turkeys.

*National Shooting Sports Foundation Step Outside Focus Groups.* Two focus groups of hunters and shooters for assessment of Step Outside Program and introduction of others to the sport.

*National Shooting Sports Foundation Hunting Participation and Attitude Trends Surveys 2000 and 2005.* Nationwide trends surveys of hunters and shooters to determine participation, satisfaction, firearms used, species sought, and target shooting and shooting range utilization.

*National Shooting Sports Foundation Hunter Opinion Survey: Hunting Participation and Attitude Survey.* Nationwide telephone survey of licensed hunters regarding opinions of and participation in hunting and shooting activities.

*Shooting Range Customer Satisfaction and Latent Demand Survey.* Telephone survey of hunting license holders to assess the demand for shooting ranges in the U.S.

*Wyoming Resident Hunter and Angler Attitudes Toward Resident Hunting and Fishing License Fees.* Survey to assess resident hunting and resident fishing license holders' attitudes toward resident hunting and resident fishing license fee increases.

*Fishing and Hunting License Market Assessment.* Telephone survey, focus groups, and trends analysis to develop marketing strategies for hunting and fishing license sales for the Florida Game and Fresh Water Fish Commission.

*Maintaining and Increasing Fishing Participation and Fishing License Sales in Georgia: A Market Study.* Telephone survey of license agents and sportsmen to gauge opinion on proposed computerization of licenses.

*Colorado Hunters' Attitudes Toward Hunting License Fee Increases.* Data collection services provided for a survey of licensed resident and non-resident elk and deer hunters to assess opinions of a potential license fee increase.

*South Carolina Hunting and Fishing License Duplication Study.* Telephone survey of hunters and anglers to determine how many licenses are held per hunter or angler and to accurately estimate the number of people participating in hunting or fishing in the state.

*Indiana Hunting and Fishing License Duplication Study.* Telephone survey to assess the various hunting and fishing licenses held by adult Indiana licensed hunters and anglers. The duplication analysis involved calculating the appropriate external and internal reduction factors to be applied to license sales figures to determine the actual number of anglers and hunters.

*Indiana Hunters' Opinions and Attitudes Toward the Use of Crossbows to Hunt Deer.* Survey of licensed hunters to assess their attitudes toward crossbows and a proposed crossbow season.

*Indiana Non-Response Bias Study.* Study of deer harvest in Indiana and the difference between reported harvest rates between mail and telephone surveys.

*A Study of Hunters' and Anglers' Attitudes Toward Wilderness Values and the Messages to Which They Will Respond.* Focus groups and a telephone survey on attitudes toward and opinions on hunting and fishing issues, particularly as they relate to wilderness areas and values; assist in the identification of message themes that resonate with hunters and anglers; and assist in the development of messages in support of a communications campaign for Trout Unlimited.

*Hunters' and Anglers' Attitudes Toward Boating Safety, the Use of Personal Flotation Devices, and Various Messages that Communicate the Benefits of Wearing Personal Flotation Devices: Focus Group Results.* This study entailed focus groups with sportsmen regarding boating safety and the use of personal flotation devices.

*Hunters' and Anglers' Attitudes Toward Boating Safety, the Use of Personal Flotation Devices, and Various Messages that Communicate the Benefits of Wearing Personal Flotation Devices:*

*Focus Group Results.* Study of two focus groups in Sept. and Oct. 2001 with sportsmen regarding boating safety and PFD use.

*Hunters', Sport Shooters', Archers', and Anglers' Attitudes Toward Messages Encouraging Them to Recruit Others into Their Sport.* Study to assess the attitudes and perceptions of outdoor sportsmen and women toward various messages encouraging participation in the STEP OUTSIDE® program. The study entailed three focus groups and a telephone survey to assess the motivations for and constraints against participation in the STEP OUTSIDE® program by known hunters, anglers, gun shooters, and archers. Several different messages were tested to assess how well each message was received by the sportsmen and women and how well each message motivates them to take action to introduce others to the traditional outdoor sports of hunting, fishing, shooting, and archery. The goal of the study was to obtain information to allow the National Shooting Sports Foundation to design effective marketing strategies and communication programs to promote the STEP OUTSIDE® program.

*International Association of Fish and Wildlife Agencies Hunting as a Choice Focus Groups.* A nationwide series of focus groups on youth and hunting. In-depth explorations on hunting initiation, attitudes toward hunting, as well as reactions to messages on hunting as a choice.

*Marketing Strategies for Florida's Nongame Wildlife Program.* Study to evaluate attitudes and behaviors of Floridians regarding wildlife conservation and to gather information to facilitate development of a communication plan to further agency goals.

*Wyoming Resident and Nonresident Deer, Elk, and Antelope Expenditure Study.* This study was conducted to estimate deer, elk, and antelope hunting expenditures by resident and nonresident hunters in Wyoming and to determine the impact that the expenditures had on the Wyoming economy.

*A Recreation Study for the City of Austin and Travis County, Texas.* This study was conducted for the U.S. Army Corps of Engineers (USACE) and its local partners to determine Austin area residents' needs, as well as their willingness to pay for recreation. The study entailed a telephone survey of residents from Austin and Travis County, Texas. Final reports include survey results, analyses of demographic trends, and cross-tabulation analyses examining how various survey responses related to participatory and demographic characteristics.

*A Programmatic Evaluation of the North American Wetlands Conservation Act (NAWCA) in the United States and Canada: Evaluation of Economic Impacts.* This report is Phase 6, the economic impacts of a programmatic evaluation of NAWCA in the U.S. and Canada. This report summarizes the findings of an economic impact analysis performed by Rob Southwick that determined the economic impact of NAWCA on the U.S. economy.

*Bowhunting in the U.S.: A market study.* This booklet summarizes the findings of a study conducted by Responsive Management and Rob Southwick. The report includes information about bowhunting participation, trends, satisfactions and dissatisfactions, and suggests management and marketing options. In addition, the economic impacts of bowhunting on the U.S. economy are evaluated.



*Hunting and Trapping Expenditures in Wyoming During the 2001 Season.* This study was conducted to determine hunters' and trappers' expenditures and the impact that hunting and trapping has on the Wyoming economy.

*Preferences of Wyoming Residents Toward Alternative Funding Mechanisms for the Wyoming Game and Fish Department.* This study was conducted to better understand Wyoming residents' attitudes toward alternative funding mechanisms for the Wyoming Game and Fish Department.

*Preferences of Wyoming Hunters and Anglers Toward Alternative Mechanisms for Funding the Wyoming Game and Fish Department.* This study was conducted to better understand the attitudes of Wyoming hunters and anglers toward potential funding methods the Wyoming Game and Fish Department could employ to cope with the effects of inflation.

*Wyoming Small Game/Upland Game Bird Expenditure Survey.* This study was conducted to estimate small game and upland game bird hunting expenditures for 1999. The information gathered in this study was used by the Wyoming Game and Fish Department to develop long-term planning and management strategies and to document the economic importance of hunting to the state of Wyoming.

*Wyoming 1997 Hunting Expenditures.* This study was conducted to estimate hunting-related expenditures for 1997.

*Wyoming Resident Hunter and Angler Attitudes Toward Resident Hunting and Fishing License Fees.* This survey was conducted as a means to assess resident hunting and fishing license holders' attitudes toward hunting and fishing license fee increases.

*Economic Impact Analysis of Nonconsumptive Wildlife-Related Recreation in Arizona.* This project measured the impact of watchable wildlife recreation expenditures on Arizona industries and individuals to produce estimates of the total economic benefits of watchable wildlife recreation in Arizona. This report's economic analyses were conducted by Rob Southwick in conjunction with Responsive Management.

## **Publications**

*Wildlife and the American Mind: Public Opinion on and Attitudes Toward Fish and Wildlife Management.* Book written for fisheries, wildlife, outdoor recreation, and conservation professionals on public attitudes toward natural resources. The book highlights more than 300 Responsive Management studies conducted over the past decade on public and constituent attitudes toward natural resources and participation in outdoor recreation, including hunting, fishing, and wildlife viewing. Sponsored by the U.S. Fish and Wildlife Service.

*Watching Wildlife.* A how-to book published by Falcon Press on wildlife viewing in America, from straightforward "how-to" information to the best viewing sites in the country. Provides a special emphasis on wildlife viewing ethics.

*West Virginia Wildlife Viewing Guide*. Full-color Falcon Press book on wildlife viewing in West Virginia. Includes site descriptions, viewing information, ownership information, and directions to each site. Also features a section on how to view wildlife. Sponsored by the West Virginia Division of Natural Resources.

"The Hunting Mind," a monthly column in *North American Hunter*. Monthly bylined column in this national magazine on topics of interest to hunters. Magazine reaches 3 million hunters a month.

## **Training Workshops**

Workshops on human dimensions, marketing, communications, conflict resolution, attitudes toward natural resources and environmental issues, and public opinion polling for more than 200 fish, wildlife, natural resource, and conservation organizations nationwide. Responsive Management's most recent training workshop in Annapolis, Maryland, was completely sold out.

## **Presentations**

During the past 10 years, Responsive Management has presented more than 100 papers at national and regional fisheries, wildlife, and natural resource conferences, including the North American Wildlife and Natural Resources Conference, International Association of Fish and Wildlife Agencies Annual Conference, Southeast Association of Fish and Wildlife Agencies Conference, Northeast Association of Fish and Wildlife Agencies Conference, and Western Association of Fish and Wildlife Agencies Conference. Mark has been the keynote or featured speaker at numerous conferences and meetings, including keynote speeches at the Florida Outdoor Writers' Association Conference, Southeast Deer Study Group Meeting, Arizona Game and Fish Department's Annual Meeting, and the Watchable Wildlife Conference.

## APPENDIX B: CLIENT COMMENTS

*"Mark Damian Duda is one of the nation's foremost researchers on public attitudes toward the environment."*

-Orlando Sentinel and Associated Press

*"I want to take this opportunity to express my thanks for your outstanding work, resulting in the report . . . . This is a very fine report that has already proved helpful in discussions about funding and marketing issues with my staff and the Administration. I know that it will prove to be of similar value in upcoming discussions with external constituents and legislators."*

*"This is the third time, I believe, that my Department has contracted for your services, and I am pleased to have been personally involved in each survey. I continue to be impressed by your candid and thoughtful input, personalized approach to customer needs, and professional approach to survey design, implementation, and reporting. In sum, you do great work that results in a product with high outreach and advocacy value."*

-Ronald Regan, Commissioner, Vermont Department of Fish and Wildlife

*"On behalf of the entire staff at The Conservation Fund, I would like to extend my sincerest thanks to you and your wonderful team at Responsive Management for the work on our survey. Your professionalism and diligent work was truly outstanding. Your brilliant team's expertise shined through in every step of the survey process, delighting not only myself, but also our staff and in turn our partners."*

*"I personally sincerely appreciated working with you and your impressive staff. There were many late nights when I was thankful to be working with such a competent and hard-working team. My expectations were considerably surpassed. The meaningful work that you and your staff put in to the survey allowed for our July Real Estate Summit to be a great success. In addition, your presentation at the Summit allowed for all of our staff to properly understand the results and how we need to interpret our partners' needs in order to plan for the future of The Conservation Fund. Your candor, critical thoughts, and vast expertise have allowed for us to move forward on a firm foundation."*

*"Thank you again and the best wishes to you and your team at Responsive Management for the future."*

-Meg McCants, Real Estate Department Manager, The Conservation Fund

*"His work demonstrates the highest standards of professionalism and the volume of work is truly prolific. Responsive Management has become one of the foremost and highly respected survey and research companies in the United States with respect to fisheries, wildlife, natural resources and outdoor recreation . . . . The quality of work directed by Duda has become a benchmark of comparison for others doing similar work in the field of wildlife management."*

-Bruce Lemmert, President, Virginia Wildlife Society

*". . . In addition to an impeccable research record with numerous wildlife management agencies, including our own, Responsive Management has a history of thorough data collection and analysis, the ability to maintain a research schedule and budget, as well as the ability to consistently produce legally and statistically defensible research documents . . . ."*

-Wyoming Game and Fish Department

*"Responsive Management [is] one of the most respected research firms in our industry."*  
-Gary Bogner, President, Safari Club International

*"I would recommend Mark Duda to anyone wishing to assess public views. His style was interactive in the development of the instrument as well as during the assessment of the results. His knowledge and experience nationwide were tremendously helpful in framing the questions on the survey, and provided a basis to further understand not only what our citizens thought about our performance and what our priorities should be, but how it compared on a national level. Mark provided a professional presentation to our Wildlife Commission, and answered their queries from a technical expertise concerning the survey and what it meant that would have been difficult to manage on our own. I have utilized his graphs which he provided in Microsoft Power Point to develop programs for training of employees and presentations to public groups. In the final analysis of his services I would say that when it becomes time to do another assessment, Mark will be the first one contacted to see if he can do the work. I'd hire him again."*

-John Bredehoft, Chief of Law Enforcement, Colorado Division of Wildlife

*"I regard Mark Duda as an exceptional blend of intelligence, resourcefulness and professional competence. His leadership of the Responsive Management program has been distinguished and innovative. He has clearly made this a model program for the wildlife management field. Under his guidance, Responsive Management has been an outstanding source of information, ideas, and techniques helping to foster important and needed change."*

-Dr. Steve Kellert, Professor, Yale University

*"We would like to express our gratitude, on behalf of the Colorado Division of Wildlife, for your excellent efforts in collecting the data for our human dimensions study about resident hunters' preferences for funding various wildlife programs. Your expertise contributed to a thorough and credible study. The results have been very useful and have reinforced our agency's broad-based funding approach to wildlife management."*

-Colorado Division of Wildlife

*"Aloha! Two reasons for this letter. First is to say thank you very much for all the great work you did on the freshwater fishing marketing study. We never imagined that the results would be that positive. Your expertise in asking the focus group questions and writing the surveys has given us a wealth of information. The opportunities provided for both the supporters of freshwater fishing and the environmentalists to work together is wonderful."*

-Lynn McCrory, President, Kauai Economic Development Board

*"Responsive Management provided extraordinary services to my research project, which involved a large-scale telephone survey about cultural diversity and attitudes toward marine animals in Los Angeles. This was a challenging project, involving a lengthy survey that needed to be translated into several languages, and required a complex sampling strategy. Mark provided invaluable guidance in refining my survey instrument, structuring the sampling design, and working out the survey's logistics. And his friendly, knowledgeable and professional staff worked closely with me before, during and after the survey was completed. I would recommend Responsive Management to anyone planning a survey or focus group about wildlife and wildlife management."*

-Dr. Jennifer Wolch, Professor, University of Southern California

*"On behalf of the staff of our Department, I would like to extend my sincere appreciation to you [Mark Duda] and Kira Young for your gracious professionalism and assistance with the Responsive Management Survey in our agency. I feel this process worked extremely well and our interaction was truly beneficial to the development, implementation and evaluation of this survey. . . . We deeply appreciate the support and enthusiasm that each of you gave to this effort."*

-Larry D. Cartee, Assistant Executive Director, South Carolina Wildlife and Marine Resources Department

*"The admonition to "Know Thyself" was never more true than when it is applied to business. And helping us define our Bowhunting Market and who we are has recently been masterfully done for us by Mark Damian Duda and the folks at Responsive Management. In my 34 years in the Archery Industry, I have never seen such a complete and understandable marketing research exercise than what they have just completed for us. Mark has long been recognized as the leader in definitive research when it comes to our outdoor field, and he is a joy to work with, as are his entire staff. We can recommend Responsive Management in the highest possible terms."*

-Dick Lattimer, President/CEO, The Archery Manufacturers & Merchants Organization

*"His firm is recognized as the leading social science research firm in the nation that works in the natural resources arena."*

-Dr. Steve L. McMullin, Associate Professor, Virginia Tech

*"Mark Damian Duda is one of the nation's most respected researchers on natural resource issues"*

-Steve Pennaz, Executive Director, North American Fisherman, North American Outdoor Group, Inc.

*"Mark Duda, the Executive Director of Responsive Management, keynoted the interagency Watchable Wildlife Conference in Missoula, Montana. Mr. Duda is "in touch" with the needs of natural resource field personnel. His presentation reflected a combination of thorough preparation, technical field experience, and effective communication skills. He did an outstanding job of defining the scope and importance of the Watchable Wildlife Program."*

-Dr. Bruce Hronek, Professor, Department of Recreational and Park Administration, Indiana University

*"I'm no fan of conferences, but I was intrigued by this session because it was billed as the best of its kind for fish and wildlife agencies. At the end of this four-day session, I can say that this is the best seminar I have ever attended."*

-Todd Malmsbury, Colorado Division of Wildlife

*"If there is anyone who can predict the future of our industry, he's it."*

-Florida Outdoor Writers Association

*"Shazam! You did it again! The survey report you generated for the Commission's Task Force on Outdoor Kansas is excellent. Even more impressive is the fact that you beat, by two days, the unreasonable deadline we gave you . . . ."*

*"I was not at all surprised that you delivered the survey and report services as agreed (that is the type of work you're known for), but I was impressed that the Responsive Management crew was able to get it done so quickly."*

-Rob Manes, former Assistant Secretary, Kansas Department of Wildlife & Parks  
(currently with the Wildlife Management Institute)

*"The Washington Department of Fish and Wildlife (WDFW) would like to thank you [Mark Duda], Kira, and the rest of your staff for the revised Survey of Eastern Washington Upland Bird Hunters. The revised report was excellent and will help WDFW manage upland birds based on good science. We appreciate your taking all of our comments on the draft report into consideration. Comparing results based on place of residence will be very useful to WDFW. The revised figures were clear and distinct . . . . We look forward to working with you again. Again, thank you for a detailed final report."*

-Tom McCall, Planning Biologist, Washington Department of Fish and Wildlife

*"I just wanted to get back to you to say thank you for the outstanding job you did on the recent opinion survey on deer, moose and bear management in New Hampshire. You did an outstanding job at preparing and conducting the survey, as well as presenting the results at our May Commission meeting. As you heard from members of the Commission and audience, interest in the survey results are high, and will be an important piece of the puzzle when developing our new 5-10 year management plans for these species. Our next challenge will be to integrate this information into a proactive strategy for big game populations in New Hampshire."*

*"Thanks again for the highly professional job."*

-James J. DiStefano, Executive Director, New Hampshire Fish and Game Department

*"On behalf of the West Virginia Division of Natural Resources, I want to commend you for your authorship of the excellent West Virginia Viewing Guide. Your professionalism, knowledge of wildlife and West Virginia served to make this a publication that we are not only proud of, but will enhance the image of our state. Because of your commitment to seeing that only the best would be acceptable for our state's guide, we have a publication that I believe to be the best in the series.*

*"We are all appreciative of your efforts in producing the West Virginia Viewing Guide. You can count on our enthusiastic support for all of your future endeavors."*

-Bernard F. Dowler, Chief of Wildlife Resources Section, West Virginia Division of Natural Resources

*"Thank you for meeting with my staff and me and reviewing the results of Georgia's first Responsive Management survey . . . . I especially appreciate the outstanding report and newsletter that you prepared and provided to us."*

-David Waller, Director, Georgia Department of Natural Resources, Wildlife Resources Division

*"I want to take this opportunity to thank you for your outstanding work on behalf of the Wildlife Division of the Vermont Fish and Wildlife Department. I greatly appreciated your candid counsel in the design of the survey and the enthusiasm you brought to the project. Your final report was very well done, and the extra effort you made to present the findings to myself and other Department staff was very valuable. "Vermont Residents' Opinions and Attitudes Toward Species Management" will prove to be a good first step for some of the planning that awaits us in the coming months."*

-Ronald J. Regan, Commissioner, Vermont Department of Fish and Wildlife

*"On behalf of the New Hampshire Fish and Game Department, I would like to thank you and your staff for the outstanding job done in completing the New Hampshire Freshwater Angler Survey. The survey results are already in use by the Inland Fisheries Division staff when making fisheries management decisions and in developing work plans for fisheries research programs.*

*". . . I greatly appreciate all your efforts and I look forward to working with you and your staff in the future."*

-Stephen G. Perry, Chief, New Hampshire Fish and Game, Inland Fisheries Division

*"You did an outstanding job putting the assessment together, as well as presenting the results. This information will be invaluable as we proceed with the National Marine Sanctuary (NMS) Revenue Enhancement Initiative.*

*"Thanks again for a spectacular job."*

-Karen M. Brubeck, Contract Program Specialist, National Oceanic and Atmospheric Administration

*"I'd like to say a few things about our survey contractor, Responsive Management of Harrisonburg, Virginia.*

*"Responsive Management has grown to be the nation's premier survey research firm on fish, wildlife and natural resource issues.*

*"When we began to look for a survey contractor for the wolf survey, we knew we needed good information, and we needed it fast. We contacted the University of Wyoming. They couldn't meet our timeline. We contacted other potential contractors. They either couldn't do it the way we wanted, or couldn't meet our timeline. Responsive Management could. In fact, they have consistently been ahead of the timeline we were told was "simply unrealistic" by other survey researchers.*

*"Their timeliness and efficiency is only one thing we've been impressed with. They have been very cooperative, taking great pains to address the concerns of the Commission and staff in developing a set of survey questions from our objectives, then repeatedly refining those questions to reflect our comments. Their cooperation has been outstanding.*

*"From a technical standpoint, Responsive Management is simply the best. They have the best computer assisted telephone interviewing system. Their interviewers are the most thoroughly trained, according to industry standards. They only conduct surveys on wildlife and natural resource issues. They always pre-test their surveys, something no other survey contractor has ever done for us. Their sampling is the most painstaking. They produce reports from the perspective of an unbiased third party, with full statistical analysis.*

*"We're very happy with the work Responsive Management has done for us, and we're not alone. It was a pleasure to work with them on this survey."*

*-Walt Gasson, Planning Coordinator, Wyoming Game and Fish Department*

*"I want to thank you for your efforts in assessing public knowledge, attitudes, and opinions regarding grizzly bear reintroduction to the Bitterroot Mountains of central Idaho. The professional rigor in the design, implementation and analysis of the random telephone survey was outstanding. I particularly valued and appreciated the close working relationship we had in developing this project and the prompt completion of the final report. We were quite pleased with every aspect of the job by Responsive Management."*

*-John Weaver, Team Leader Bitterroot Grizzly Bear EIS, U.S. Fish and Wildlife Service*

*"Mark, thank you and to all the agencies and organizations working on behalf of the Florida panther."*

*-Jerrie Lindsey, Grants Administrator, Florida Advisory Council on Environmental Education*

*"Just a short note to let you know that I received "Illinois Resident's Opinions and Attitudes Regarding Trapping, Fur Hunting and Furbearer Management." Excellent job! I'm excited at the opportunities that exist for developing a focused, efficient educational program based on the results of this survey."*

*-Bob Bluett, Furbearer Program Manager, Illinois Department of Conservation*

*"I've read through your outstanding report, "Florida Wildlife Viewing Guide Marketing Plan," and I'd like to pass along my congratulations . . . . Thanks again for your superb work, and it looks like we are preparing ourselves very nicely for huge sales in Florida."*

*-Bill Schneider, Publisher, Falcon Press Publishing Company, Inc.*



*"Mark Duda, Executive Director of Responsive Management, has worked with the Florida Wildlife Federation on a number of projects and was our Conservation Educator of the Year for his work in applying an understanding of people to wildlife issues. I highly recommend his and Responsive Management's abilities for work you have involving your constituency and wildlife issues, training workshops for your employees, or public opinion/attitude surveys."*

*-Manley K. Fuller III, President, Florida Wildlife Federation*

*"Responsive Management provides the opportunity and mechanism for focusing our resource management efforts where they are both wanted and needed. The public opinion workshop clearly and concisely introduces attendees to the processes of understanding public expectations of the agency, problems to avoid in implementing the processes and the benefits derived from addressing those expectations. The subsequent availability of Responsive Management staff to advise on specified public opinion projects is a bonus. I definitely recommend the Public Opinion Workshop to all public resource managers."*

*-Virginia Vail, Director, Fisheries Management, Florida Department of Environmental Protection*

*"I'd like to thank you for doing such a fine job facilitating the two sessions on marketing at our recent Aquatic Resource Education Workshop. Your introductory session, in particular, gave our state colleagues excellent information on how to design education programs to achieve their objectives. Your insights have been a big help to both our own staff and the state coordinators."*

*-Libby Hopkins, Aquatic Education Specialist, Federal Aid, U.S. Fish and Wildlife Service*

*"This is just a short note to thank you [Mark Duda] and Kira for the outstanding service you provided in the recent survey effort. You delivered a product that precisely fit our needs—and in a time frame that allows us to begin using the information immediately. I truly appreciate your dedication and professionalism. It's not an exaggeration to say that you exceeded my expectations."*

*-Rob Manes, Assistant Secretary, Kansas Department of Wildlife and Parks*

*"I am more and more impressed with Responsive Management's work and cannot see anyone else assisting us."*

*-Allen A. Elser, Commissioner, Vermont Department of Fish and Wildlife*

*"Job well done. The past 6-month effort has done much to begin the resolution of the deer hunting controversy here in Maryland. . . ."*

*"I appreciate your timeliness and professionalism in carrying out this job. Your presentation certainly helped us put our best foot forward."*

*-Josh Sandt, Director, Maryland Department of Natural Resources, Wildlife Division*

*"I thank you from the bottom of my heart for your excellent presentation at the Ecosystem Seminar Series. I now know why Mike Boylan strongly recommended you as a speaker."*

*-Jim Clark, Office of Training and Education, U.S. Fish and Wildlife Service*

*"I wanted to take the chance to thank you for your survey work on this project. It was, of course, great stuff. The insights we gained through your research allowed us to put together what I think is a very effective education effort . . . ."*

*"Thanks once again for your efforts. I look forward to more exceptional work on many more projects."*

-David J. Case, President, DJ Case & Associates

*"You did an outstanding job putting the document together; it is an outstanding publication! . . . I look forward to working with you in the future when we need a "first rate" job on an important issue."*

-Herb Doig, Assistant Commissioner, Natural Resources, New York State Department of Environmental Conservation

*"I was most pleased with the presentation Mark Duda gave at our Utah Wildlife Fair. His presentation was timely, entertaining, professional and most importantly influential to the listening audience. I have found this to be consistent with everything that comes out of Responsive Management."*

-Tim Provan, Past Director, Utah Division of Wildlife Resources

*"Your abilities also gave my staff confidence that the Responsive Management program is in good hands at the National level. We look forward to conducting another marketing workshop this fall with your assistance."*

-Pat Graham, Director, Montana Department of Fish, Wildlife and Parks

*"The Colorado Division of Wildlife has used the C.I.P., Change Module, and Marketing Module and found them to be quality products that address real needs of our agency. We have also appreciated the eagerness to help shown by the Responsive Management staff. The Responsive Management Program has helped us to become substantially better prepared to deal with the changing attitudes, beliefs and opinions of our constituents."*

-Perry Olson, (Retired) Director, Colorado Division of Wildlife

*"Our biologists and natural resource managers spend their professional lives implementing management programs designed to effect change. We regard natural change as normal. However, as professional natural resource managers, we do not as easily accept or embrace changes in our operating environment."*

*"Responsive Management has been a catalyst to help recognize and adapt to change for the Department. Responsive Management has resulted in meaningful strategic direction and a renewed commitment to our employees and customers."*

-K.L. Cool, Executive Director, Michigan Department of Natural Resources

*"I want to personally thank you for the substantial contribution to our successful staff conference in Corpus Christi. Your talk on Responsive Management: Integrating the Public into the Resource Management Equation was very timely, and well received . . . . The staff really got a lot out of your presentation and the session."*

-Rudolph Rosen, (Former) Director, Oregon Department of Fish and Wildlife

*"Most of you have heard of the . . . Western Association of Fish and Wildlife Agencies' Responsive Management Program. It is a kind of program that we are going to have to undertake, implement, and support if we are going to survive in a world with fewer outdoor sportsmen and more resource issues."*

-Don MacLauchlan, International Resource Director, International Association of Fish and Wildlife Agencies

*"In short, public involvement is going to become the way we do business. The entire management of the agency is going to become more responsive to the needs of our constituents . . . . In fact, a new program, developed over the last four years by the Western Association of Fish and Wildlife Agencies and now ready for implementation, is called just that—Responsive Management. It's a concept and a program which we heartily endorse, and one that's going to help us greatly as we learn to cope with the future."*

-Don McCormick, (Former) Commissioner, Kentucky Department of Fish and Wildlife Resources

*"My compliments on a great presentation at the Watchable Wildlife Conference. Your tie to history and changes in technology were great in getting one to think of new ways to view this great challenge. Coming from one with a wildlife background, your comments were very credible and moved everyone to begin thinking of the human side of the coin. This is very critical as many of us have a biological background and tend to view the world from a different perspective than many of our visitors."*

-John T. Drake, Director, U.S. Forest Service Region 1, Wilderness, Recreation and Heritage Program

*"Responsive Management has been helpful in getting our telephone surveys started after we attended their well presented training session. We have called upon them for technical advise many times . . . . When I call the Responsive Management office I feel like I am talking to friends, yet, they are well organized and professional. I am very pleased with the sponsorship arrangement."*

-Steve Miller, Ohio Division of Wildlife

*"The Marketing workshop led by Mark Duda excelled in all aspects. There was just the right mix of lecture and discussion, written material and graphics, seriousness and humor. Presentation of information was enhanced by the use of multi-media-slides, overheads and videos all helped get the message across.*

*"Mark's enthusiasm for the material was captivating. The importance of Responsive Management principles hit you between the eyes, and plans to incorporate Responsive Management into ongoing operations automatically began to form. Discussion among participants was encouraged and everyone's contribution was explicitly noted as important.*

*"Humor scattered throughout the workshop made for a fun, rewarding two days. Expectations on the value of spending two days away from the "real work" were well exceeded. We'll be back for more."*

-Dave Narver, Director, Recreational Fisheries Branch, British Columbia Ministry of Environment

-Cindy Brown, Planning Coordinator, Recreational Fisheries Branch, British Columbia Ministry of Environment

*"Last May we called upon Mark Duda, the Executive Director of Responsive Management, to review and comment on an atypical survey instrument that we had designed to test public attitudes toward several name changes that were being proposed for our Nongame section and incorporated some unique survey techniques.*

*"Mark went to considerable trouble doing literature research and making personal contacts with individuals in private industry who specialize in customer attitude surveys, to assure that our chosen techniques were appropriate and would accomplish our objectives. The constructive, timely comments he provided were invaluable in restructuring our survey.*

*"Where we were hesitant, as a result of Mark's input, we are now confident the survey will produce quality information upon which to base this important management decision."*

-Bob Hasenyager, Assistant Director, Utah Division of Wildlife Resources

*"In surveying the Kansas public's attitudes about endangered species, we were dealing with a volatile issue. It is also one of the most important issues for wildlife management in Kansas. The review by Responsive Management of our survey instrument and subsequent endorsement provided a degree of credibility needed for this publicity sensitive project. In fact, the results, which demonstrated overwhelming support for our endangered species protection efforts, have yet to be met with any serious challenges. I'd give major credit to the helpful and critical review we received from Responsive Management. Thanks!"*

-Ken Brunson, Nongame Program Coordinator, Kansas Department of Wildlife & Parks

*"Congratulations! You folks did a great job on your new publication designed to inform Congress on the needs of a nationwide nongame program."*

-Terry Johnson, Nongame Program Manager, Georgia Department of Natural Resources, Wildlife Resources Division

*"The timely, thorough stakeholder survey Responsive Management provided for the subcommittee considering new options for the National Survey of Fishing, Hunting and Wildlife-Associated Recreation got our activities off on the right foot. Thanks for the quick-turn-around, quality work! I'm always impressed with your objectivity and with the thoroughness of your*

*analyses; this project demonstrated both admirably. Thanks, too, for your patience with a client who didn't articulate their needs very well!"*

-Spence Amend, (Former) Management Assistance Team, U.S. Fish and Wildlife Service

*"Attached is a report entitled "Americans and Wildlife Diversity" that was produced for the Association's Fish and Wildlife Diversity Initiative. It is an excellent summary of the information available on public opinion, attitudes, interest and participation in, and funding for wildlife viewing and wildlife diversity programs . . . .*

*"Mark Damian Duda and Kira Young with Responsive Management did an outstanding job pulling this information together. I believe it will greatly assist both the Association and its Fish and Wildlife Diversity Funding Initiative and your own agency as it works toward building support for stronger wildlife diversity and watchable wildlife programs."*

-Naomi Edelson, Wildlife Diversity Director, International Association of Fish and Wildlife Agencies

*"Responsive Management's services have been instrumental in helping identify the priority needs of the many users of the National Survey of Fishing, Hunting and Wildlife-Associated Recreation. Responsive Management effectively and efficiently polled the Survey's State, Federal, and non-governmental users throughout the U.S. Responsive Management analyzed the results and presented them in a meaningful and timely manner so that planners had the information necessary to develop options for meeting future data needs. Responsive Management has been a professional, experienced, and knowledgeable contributor to the Survey Planning Project."*

-Sylvia Cabrera, U.S. Fish and Wildlife Service

*"Responsive Management has been very "responsive" to the needs of the Maryland Wildlife Division on many levels. We particularly were interested in having Responsive Management do our "watchable wildlife" survey because of their extensive experience in social surveying, particularly concerning attitudes, perceptions, knowledge and activities involving wildlife."*

-Edith Thompson, Urban Wildlife Planner, Maryland Department of Natural Resources

*"Mark Duda gave one of two presentations on a marketing approach to wildlife management to a major Ministry of Natural Resources staff workshop. Mark's presentation was excellent and its influence on workshop discussions was obvious."*

-Margaret McLaren, Wildlife Policy Branch, Ontario Ministry of Natural Resources

*"Thank you for speaking at the Perspectives in Urban Ecology Symposium . . . . Participants ranked you and Dr. David Goode, the keynote speaker who is Director of the London Ecology Unit, the two top speakers and ranked human dimensions research as the highest subject area of interest for all presentations."*

-Betsy Webb, Curator of Zoology, Denver Museum of Natural History

*"Thank you for taking part in the Watchable Wildlife training session . . . . Your presentation on defining constituencies was very well received and was one of the highlights of the course."*

-Lynn Engdahl, Manager, Phoenix Training Center, Bureau of Land Management

*"We receive many, many compliments on A Bridge to the Future; it has been received well by members of Congress, industry representatives, and state and federal fish and wildlife agencies."*

*"I greatly appreciate the high quality expertise Mark Duda and Responsive Management offer. Mark has constantly offered good ideas, concise thinking and provided me a forum to brainstorm new approaches to aid in our wildlife conservation initiatives."*

-Naomi Edelson, Wildlife Diversity Director, International Association of Fish and Wildlife Agencies

*"I wanted to take this time and express our gratitude to you for your extensive participation in the Information and Education sessions at the Southeast Association of Fish and Wildlife Agencies Conference. Not only have I heard compliments regarding your presentation, but I've heard from several people who appreciated the fact that you were available for the duration of the seminars. That kind of support makes our work all that much worthwhile."*

-Jeff Curtis, Education Coordinator, Virginia Game and Inland Fisheries

*"Thanks for an outstanding presentation at the Northeast Fish and Wildlife Conference held in New Hampshire . . . . You really made an impression on the group. The fact that there was standing room only speaks well of your reputation. Your session was the best attended."*

-Judy Cummings, Chief, Information and Education, New Hampshire Fish and Game Department

*"We appreciate your participation in the panel discussion during the ACI conference . . . . Many of the panelists and the audience remarked that the discussion left them better prepared to cope with the complications that erupt frequently in our line of work. Your well-prepared demeanor seemed to serve as a catalyst for the scenario's progress, and I am grateful for that."*

-Henry Cabbage, Public Information Director, Florida Game and Fresh Water Fish Commission

*"Just a note to let you know how much I appreciated your presentation at our Wildlife Officer Recruit Academy. Your presentation was excellent."*

-Captain Wayne King, Regional Law Enforcement Supervisor, Florida Game and Fresh Water Fish Commission

*"I learned a great deal about my own personal beliefs and attitudes and further, how difficult it is for one individual to change, let alone an entire agency. After now attending all Responsive Management training, the Change workshop strikes me as providing the most important information for organizations to grasp. It is also the most difficult."*

-Stan T. Allen, (Former) Interstate Resource Data Manager, Idaho Department of Fish and Game

*"Mark assisted me with the planning and development of two statewide turkey hunter surveys. The surveys involved measuring elements of turkey hunter satisfaction, hunter attitudes and hunter harvest. Mark's knowledge and experience with opinion surveys and questionnaire design saved me time and effort. In addition to being professionally capable, he was enthusiastic and took time away from his own work to help me out."*

-Neil Eicholz, Coordinator, Wild Turkey Management, Florida Game and Fresh Water Fish Commission

*"Thanks for sticking around and giving us such a terrific seminar . . . . Your talk educated and inspired many graduate students and faculty who will integrate your messages into their work."*

-Dr. Joe Schaefer, Professor, Wildlife and Range Sciences, University of Florida

*"You bring a unique combination of personal effectiveness and important information . . . . You do an excellent job."*

-Dr. Larry Harris, Professor, Wildlife and Range Sciences, University of Florida

*"When Minnesota put \$7,000 into the project, it seemed like a long shot. But now I think it's the best money the state's ever spent."*

-Bruce Hawkinson, Principal Planner, Minnesota Division of Fish and Wildlife

*"I am very impressed with the in depth work your firm has done and can offer."*

-Bevan Killpack, U.S. Forest Service

*"Responsive Management is a terrific, long overdue marketing analysis tool that will enable natural resource organizations to broaden their focus and to increase their understanding of the diverse clientele groups they serve. A contemporary business approach by these people-oriented agencies will increase their effectiveness and efficiency in addressing the needs of their customers."*

-Dr. Joe Schaefer, Professor, Wildlife and Range Sciences, University of Florida

*"The Responsive Management Program provides natural resource organizations a framework and many of the tools for successfully meeting future and many of the daily demands placed upon them. The Idaho Department of Fish and Game personnel have found the training, materials, and instructors to be of the highest quality, and perhaps most importantly, directly applicable to our business."*

-Stan T. Allen, (Former) Interstate Resource Data Manager, Idaho Department of Fish and Game

*"I wanted to take a few minutes to let you know how much I enjoyed the Responsive Management training session in Tucson. I have to admit I was a little reluctant when I first saw the workshop agenda. But, I think you did a marvelous job of mixing work, social, and free time to make it a most enjoyable time and learning experience for all participants."*

-Stephen R. Wilson, Chief, Information and Education Section, Arkansas Game and Fish Commission

*"Effective fish and wildlife agencies stay in touch with the citizens they serve, know what they want, and tailor programs to meet those needs. Responsive Management provides the tools and the expertise to facilitate two-way communication with our customers. Responsive Management's training sessions, consulting services and library of survey questions and literature is an invaluable resource for the agency that recognizes the need to manage people as much as wildlife."*

-Dr. Steve L. McMullin, Associate Professor, Virginia Tech

*"I think the quality of the workshop I took was very high. It gave me a new perspective and has helped me focus on what I need to do to be effective at my job. I enjoyed working with Responsive Management—everyone was great!"*

-Claire Tyrpak, Share with Wildlife Coordinator, New Mexico Department of Game & Fish

*"The marketing workshop was a well structured event. Instructors were knowledgeable and open-minded, and there was plenty of opportunity for group interactions. Workshop contents are being put to use back on the job."*

-Bruce Halstead, U.S. Fish and Wildlife Service, Coastal California FRO

*"Our personnel were quite impressed with the quality of presentations. The marketing workshop had particular applicability to our current activities. We took advantage of the workshop to begin development of a marketing plan for a license fee increase."*

-Bill Goodnight, Idaho Fish and Game Department

*"The Georgia Game and Fish Division was extremely pleased with the high quality products produced by Responsive Management Services. Mark and his staff worked closely with us from the early planning stages of our two surveys through the interpretation of survey results. They were very competent, courteous and comfortable for our staff to work with."*

-Ron Odom, Georgia Department of Natural Resources, Wildlife Resources Division

*"The marketing workshops were a success. I have heard many good comments from participants of both sessions. I have been at two meetings since the workshops where the people were thinking and talking about "markets" and were using many of the terms presented at the workshops.*

*"Enclosed are the evaluation summary and the comment sheets for the second session. As in the first session, the vast majority enjoyed the course, believed they will use the information, learned a great deal about marketing and thought you did an excellent job.*

*"I want to thank you personally for your efforts. You did an outstanding job of presenting ideas and concepts which are new to many of us."*

-Tom Wasson, Planning Coordinator, Ohio Division of Wildlife; and President, Organization of Wildlife Planners

*"The Colorado Division of Wildlife staff participated in the "change" module workshop in June 1991 and were so impressed that we committed to train all of our supervisors. So far 116 employees have attended and evaluations are consistently in the "very good" to "excellent" range. Many have commented that this is the best training they have received, and some*



employees who have not yet participated have remarked on the positive changes in styles of those who have.”

-Jim Lipscomb, Colorado Division of Wildlife

*“The Responding to Change Workshop was a real asset for our management team here in the Montana Department of Fish, Wildlife and Parks. We identified issues for action (change) and were able to get a better handle on our agency management styles.*

*“We offered this training for employees and conducted numerous regional sessions of this workshop over the last two years with approximately 200 employees participating.*

*“The Responsive Management Change Workshop was used by our agency as a “springboard” for developing strategic direction for the next five years. This effort has led to changes in our budget request process as part of implementing strategies for change. In summary, the Responsive Management Process has been instrumental in allowing our agency to manage for change.”*

-Dwight Guynn, former Planning Coordinator, Montana Department of Fish, Wildlife and Parks (currently with the Management Assistance Team, U.S. Fish and Wildlife Service)

*“I enjoy your articles in FTTN and find the topics timely and interesting, as well as useful in my business. It has become my habit to turn to your article first.”*

-Mark Swisher, Ashland Fly Shop Guide Services

*“I’ve just finished reviewing A Bridge to the Future. What a spectacular and useful document! I want to commend you for the tremendous job you did in writing the publication . . . . I know you put a tremendous amount of effort into this publication—it shows!”*

-Jay D. Hair, (Former) President, National Wildlife Federation

*“Working with Responsive Management on A Bridge to the Future was pure pleasure. The report was better than I envisioned and completed sooner than I anticipated. What’s more, I believe it will be pivotal in finally securing funding for the Fish and Wildlife Conservation Act. I couldn’t be more pleased!”*

-Doug Crowe, (Former) Special Assistant to the Director, U.S. Fish and Wildlife Service

*“You did a bang-up job on the survey and in presenting the results to our Commission yesterday. Many Thanks!”*

-Don McKenzie, Arkansas Game and Fish Commission

*“I want to congratulate you, your speakers, and your staff for a great job. That training was wonderful, especially the way it was set up with day one on data and day two on the use of data in developing strategies, programs, answering questions, etc.*

*“Your support staff is great. No glitches, and fast workers. Give them my thanks.”*

-Jim Maetzold, Natural Resources Conservation Service

*"Just a quick note of thanks for hosting such a great workshop. It really was jam packed with a lot of useful and interesting information. I wish you could go on the road and present this information regionally . . . hint, hint. Please relay thanks to your staff for a smooth running event, and to the presenters for their excellent effort."*

-Linda Sikorowski, Human Dimensions Specialists, State of Colorado, Department of Natural Resources

*"The workshop Responsive Management just held was outstanding. You and your staff put together a "Cadillac" event!"*

-Julie Morin, Environmental Information & Outreach Specialist, U.S. Fish and Wildlife Service

*"I just wanted to thank you again for making your presentation to the Commissioners at the Southeastern Conference. The presentation contained lots of facts that will be beneficial to all who attended. I probably benefited from the information more than anyone. As usual, you did a great job. I never cease to be amazed at how productive and energetic you are."*

-Victor J. Heller, Assistant Executive Director, Florida Game and Fresh Water Fish Commission

*"Responsive Management is one of the nation's most respected research firms in the area of public opinion about wildlife."*

-Laury Parramore, U.S. Fish and Wildlife Service Public Affairs News Release

*"I really enjoyed the workshop concerning fishing participation. Thanks for your time in leading a very informative workshop. Also, please thank your staff for all their help."*

-Greg Power, Fisheries Division, North Dakota Game and Fish Department

*"The book is FANTASTIC! It will be very useful!"*

-Dr. Shari Dann, Professor, Michigan State University

*"I wanted to take a minute to let you know how much I enjoyed the recent workshops in Annapolis. You did such a fine job putting the conference together. The speakers and topic selections were excellent and timely."*

-Alison Kenward, Wildlife Programs Branch, State of California, Department of Fish and Game

*"Many thanks go to Mark Damian Duda, Steven J. Bissell and the staff of Responsive Management. Their dedication, creativity and hard work were unfailing throughout the entire research process."*

-Paul W. Hansen, Executive Director, Izaak Walton League of America

-Joshua Winchell, Outdoor Ethics Program Director, Izaak Walton League of America

*"Thank you for your capable and professional work in completing the recent survey of Pennsylvania anglers and boaters. There is no doubt that the Commission received the best and most cost-effective survey product available. You and your staff did an outstanding job preparing and conducting the survey and presenting the results . . . . In spite of the frequent*

*requests for modifications during the survey development process, you were still able to complete the survey instrument, compile customer opinion and present results at the July commission meeting. We are extremely impressed with Responsive Management's capacity to meet tight deadlines!"*

-Peter A. Colangelo, Pennsylvania Fish & Boat Commission

*"I personally sincerely appreciated working with you and your very professional and talented staff. I thought it was going to be difficult managing a project that was half done, but your assistance and guidance helped me catch up right away. Thank you again for a sensational job. Please relay my personal best to everyone at Responsive Management."*

-Hardy Pearce, Biological Resource Division, Department of Interior

*"We would like to thank you and your staff for your professionalism and hard work on the Future of Fishing study. We are pleased with the results of this study as well as the way in which they are presented in the study's final report."*

*"The interest and anticipation that have been expressed in the final report echo the importance of this study to state fish and wildlife agencies across the country . . . . Thank you again for your efforts."*

-Bob Miles, Resource Director, International Association of Fish and Wildlife Agencies

-Ron Leathers, Resource Coordinator, International Association of Fish and Wildlife Agencies

*"On behalf of the West Virginia Division of Natural Resources, I want to commend you for your authorship of the excellent West Virginia Viewing Guide. Your professionalism, knowledge of wildlife and West Virginia served to make this a publication that we are not only proud of, but will enhance the image of our state. Because of your commitment to seeing that only the best would be acceptable for our state's guide, we have a publication that I believe to be one of the best in the series."*

*"You can count on our enthusiastic support for all of your future endeavors."*

-Bernard F. Dowler, Chief of Wildlife Resources Section, West Virginia Division of Natural Resources

*"Over the past years, the Potomac Valley Chapter of Ducks Unlimited have honored certain outdoor writers for their contribution to the understanding and appreciation of the sustainable use of renewable resources. The Chapter has made this award only three times in the past . . . ."*

*"It is my pleasure to inform you the Chapter has voted to have you receive this recognition at our 18<sup>th</sup> Annual Dinner & Reception."*

-Stephen S. Boynton, The Potomac Valley Chapter of Ducks Unlimited Inc.

*"Thanks for doing a bang-up job at the Conservation Planning Workshop last week. I've had much positive feedback on your presentation from other participants. Personally, I was impressed that you could come in cold, pick up the PowerPoint package and then present such a detailed, data-packed talk an hour or so later."*

*"Thanks again for sharing your expertise."*

-John Slown, U.S. Fish and Wildlife Service

*"Special thanks go out to the staff of Responsive Management, especially Bill for going the extra mile in pretesting our biennial trends survey and making improvements to it and Vicki for accommodating our special requests for analysis, graphs and report format. This report is being used more than any of the previous years."*

-Jeff Casper, Arizona Game and Fish Department

*"On behalf of the Freshwater Fisheries Division of the South Carolina Department of Natural Resources, I would like to thank Responsive Management for the outstanding job that they did on the recently completed survey of licensed anglers fishing in South Carolina. Under your innovative guidance, we were able to ascertain public opinion on many fishery management issues. Your competence in assisting our staff to develop the survey in the most cost-effect manner was extremely important in these times of restricted funding. I was especially pleased with your staff's ability to work with colloquial names of places and species during the survey. In past surveys with other firms, many errors in data analysis occurred due to lack of training of the interviewers. Our requests for additional cross referencing of data were handled promptly."*

*"The product you provided fulfilled our needs, and will play a major role in taking our department into the twenty-first century. It provides the catalyst for the department to recognize and adapt to change to meet the needs of our constituents."*

*"I want to sincerely thank you and your staff for producing a most informative document. The professional quality of the work, coupled with the personal approach of your organization, made the project most enjoyable to facilitate. I can think of no one that I would rather have do future surveys than Responsive Management."*

-David Allen, Fisheries Biologist, South Carolina Department of Natural Resources

*"On behalf of Ducks Unlimited, I wish to thank you and your team at Responsive Management for your outstanding work . . . . You and your staff were pleasant, easy to work with, and very professional . . . . The questions and analysis were right on target to address important issues in habitat conservation."*

-James K. Ringelman, Director of Conservation Programs, Ducks Unlimited Inc.

*"The motorboat access survey report has been distributed within the Department and has received many accolades. It has been very well-received by our law enforcement officers. We have needed this type of document for some time, and we really appreciate the great job you and your staff did."*

-Chris Burkett, Wyoming Game and Fish Department

*"This most recent survey for the Theodore Roosevelt Conservation Alliance on hunter attitudes toward National Forests is outstanding work and will undoubtedly prove to be extremely valuable in our efforts to promote sound stewardship of the National Forest System."*

-Paul Hansen, Executive Director, The Izaak Walton League of America

*"This book [Wildlife and the American Mind] is the most incredible compilation of research on hunting and fishing that I have ever found. Both as a sportsman and as a writer, I am floored. Please pass on my congratulations and gratitude to the others there at Responsive Management."*

-John C. Street, freelance outdoor writer

*"I have known Mark Duda and Responsive Management for several years, but had the opportunity to work collaboratively with him and his staff over the past two years on a major project for the Commonwealth of Virginia. I have been impressed by the work of the whole Responsive Management organization. They produce good work and lots of it. Mark and his staff have done a lot to promote sound market-based research for natural resource management agencies."*

-Dr. Brett Wright, Director, Center for Recreation Resources Policy, George Mason University

*"I would like to commend Responsive Management for conducting this study [The Future of Fishing] in a competent and highly professional manner."*

-R. Max Peterson, Executive Vice President, International Association of Fish and Wildlife Agencies

*"It is quite an understatement to say that I couldn't have done it without you all! From our very first conversations about survey design, timeline, budget, and data handling, you were attentive to my concerns as a graduate student and a newly initiated human dimensions researcher. Your professionalism and expertise made me feel quite confident about our partnership and about the quality of data. Furthermore, you included me in every aspect of the process and made me feel that my comments were valued . . . ."*

*"Upon my visit to Responsive Management HQ, it became quite clear to me why your firm is so highly praised throughout the field of human dimensions research. It was an absolute delight to see you guys in action. . . ."*

*"A world of thanks."*

-Salinda Daley, Graduate Student, North Carolina State University

*"Responsive Management is one of the top research firms in the nation when it comes to our market and the shooting and hunting industry. During the research phase of this project, [they] conducted both qualitative and quantitative research. . . . Needless to say, we learned a great deal in this process, and we are now better able to target our efforts and our resources."*

-Peter J. Dart, Executive Director, Safari Club International

*"I am writing to extend my appreciation to you and your staff for the exemplary job you did with the development and production of Saving Lives and Preventing Boating-Related Accidents: An Assessment of State Recreational Boating Safety Needs for the . . . Aquatic Resources (Wallop-Breaux) Trust Fund. . . ."*

*"The needs assessment has been very well received, and we anticipate utilizing the document as the primary educational tool for conveying our state resource needs to members of Congress and the Administration. The content, format and 'look' of the publication are first rate. . . ."*

*"I want to take this opportunity to thank you personally for your commitment, involvement and contribution to NASBLA's research agenda over the last few years. You have been a part of some of our most exciting and significant trend analysis and policy development to date."*

-Alvin Taylor, President, National Association of State Boating Law Administrators