



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

Request for Quotation

RFQ NUMBER

DNR212103

PAGE

1

ADDRESS CORRESPONDENCE TO ATTENTION OF:

FRANK WHITTAKER
304-558-2316

V
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R

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

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DIVISION OF NATURAL RESOURCES
WILDLIFE RESOURCES SECTION
324 4TH AVENUE

SOUTH CHARLESTON, WV
25303 304-558-3397

ORIGINAL

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS		
02/07/2012						
BID OPENING DATE: 03/01/2012		BID OPENING TIME 01:30PM				
LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		961-60	\$45,000	\$45,000
PUBLIC OPINION SURVEY SERVICES						
THE WEST VIRGINIA PURCHASING DIVISION, FOR THE AGENCY, THE WEST VIRGINIA DIVISION OF NATURAL RESOURCES IS SOLICITING BIDS FROM RESPONSIBLE VENDORS TO DESIGN, CONDUCT, ANALYZE AND REPORT THE RESULTS OF A MAJOR TELEPHONE SURVEY OF WV RESIDENTS IN RELATION TO BLACK BEAR POPULATIONS IN WV PER THE ATTACHED SPECIFICATIONS.						
ALL TECHNICAL QUESTIONS MUST BE SUBMITTED IN WRITING TO FRANK WHITTAKER IN THE WV PURCHASING DIVISION VIA EMAIL AT FRANK.M.WHITTAKER@WV.GOV OR VIA FAX AT 304-558-4115 DEADLINE FOR ALL TECHNICAL QUESTIONS IS 02/21/2012 AT 4:00 PM. ALL TECHNICAL QUESTIONS WILL BE ADDRESSED BY ADDENDUM AFTER THE DEADLINE.						
EXHIBIT 5						
NOTICE TO PROCEED: THIS CONTRACT IS TO BE COMPLETED BY 06/30/2012 THE AGENCY WILL ISSUE THE NOTICE TO PROCEED IN WRITING.						
CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE MATERIALS OR WORKMANSHIP SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM WITH THE SPECIFICATIONS OF THE THE BID AND CONTRACT						
SEE REVERSE SIDE FOR TERMS AND CONDITIONS						
SIGNATURE Mark D. Dade		TELEPHONE 540-432-1888		DATE 2/22/2012		
TITLE Executive Director		FEIN 54-164-2830		ADDRESS CHANGES TO BE NOTED ABOVE		

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

RECEIVED

2012 FEB 21 AM 10:20

WV PURCHASING
DIVISION

GENERAL TERMS & CONDITIONS REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)

1. Awards will be made in the best interest of the State of West Virginia.
 2. The State may accept or reject in part, or in whole, any bid.
 3. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125 fee.
 4. All services performed or goods delivered under State Purchase Order/Contracts are to be continued for the term of the Purchase Order/Contracts, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods this Purchase Order/Contract becomes void and of no effect after June 30.
 5. Payment may only be made after the delivery and acceptance of goods or services.
 6. Interest may be paid for late payment in accordance with the *West Virginia Code*.
 7. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
 8. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
 9. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
 10. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern the purchasing process.
 11. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
 12. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, the State may deem this contract null and void, and terminate such contract without further order.
 13. **HIPAA BUSINESS ASSOCIATE ADDENDUM:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, is available online at www.state.wv.us/admin/purchase/vrc/hipaa.htm and is hereby made part of the agreement. Provided that the Agency meets the definition of a Cover Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
 14. **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. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>.
 15. **LICENSING:** Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, and the West Virginia Insurance Commission. The vendor must provide all necessary releases to obtain information to enable the director or spending unit to verify that the vendor is licensed and in good standing with the above entities.
 16. **ANTITRUST:** In submitting a bid to any agency for the State of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the State of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the State of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the State of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.
- I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership, or person or entity submitting a bid for the same material, supplies, equipment or services and is in all respects fair and without collusion or fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division. Complete all sections of the quotation form.
2. Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Unit prices shall prevail in case of discrepancy. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
4. All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications: Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130, Charleston, WV 25305-0130
5. Communication during the solicitation, bid, evaluation or award periods, except through the Purchasing Division, is strictly prohibited (W.Va. C.S.R. §148-1-6.6).



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Department of Administration
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02/07/2012						
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LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
HEREIN.						
BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.						
REV. 05/2009						
NOTICE						
A SIGNED BID MUST BE SUBMITTED TO:						
DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130						
THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:						
SEALED BID						
BUYER: 44						
RFQ. NO.: DNR212103						
BID OPENING DATE: 03/01/2012						
BID OPENING TIME: 1:30 PM						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE

TITLE

Executive Director

FEIN

54-164-2830

TELEPHONE

540-432-1888

DATE

2/22/2012

ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



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BID OPENING DATE: 03/01/2012 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID:						

CONTACT PERSON (PLEASE PRINT CLEARLY):						

***** THIS IS THE END OF RFQ DNR212103 ***** TOTAL:						\$45,000

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Rowland D. ...</i>	TELEPHONE 540-432-1888	DATE 2/22/2012
TITLE Executive Director	FEIN 54-164-2830	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

PRICING SHEET

Design, Conduct, Analyze and Report the Results of a Major Telephone Survey of West Virginia
Residents on a Number of Issues Relating to Black Bear Populations in West Virginia.

ITEM No.	QUANTITY	ITEM DESCRIPTION	UNIT PRICE	AMOUNT
1.	1	Telephone Survey	\$45,000	\$45,000
TOTALS			\$45,000	\$45,000

State of West Virginia

VENDOR PREFERENCE CERTIFICATE

Certification and application* is hereby made for Preference in accordance with **West Virginia Code**, §5A-3-37. (Does not apply to construction contracts). **West Virginia Code**, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the **West Virginia Code**. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Resident Vendor Preference, if applicable.

1. Application is made for 2.5% resident vendor preference for the reason checked:

- NA 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,
- NA Bidder is a partnership, association or corporation resident vendor and 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 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,
- NA Bidder is a 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; or,

2. Application is made for 2.5% resident vendor preference for the reason checked:

- NA 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; or,

3. Application is made for 2.5% resident vendor preference for the reason checked:

- NA 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 Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,

4. Application is made for 5% resident vendor preference for the reason checked:

- NA Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,

5. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:

- NA Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,

6. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:

- NA Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Under penalty of law for false swearing (**West Virginia Code**, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: Responsive Management

Signed: [Signature]

Date: 2/22/2012

Title: Executive Director

*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.

RFQ No. DNR 212103STATE OF WEST VIRGINIA
Purchasing Division**PURCHASING AFFIDAVIT**

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 owed 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.

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

WITNESS THE FOLLOWING SIGNATUREVendor's Name: Responsive ManagementAuthorized Signature: [Signature] Date: 2/22/2012State of VirginiaCounty of Rockingham, to-wit:Taken, subscribed, and sworn to before me this 20th day of February, 2012My Commission expires November 30, 2013

AFFIX SEAL HERE

NOTARY PUBLIC

[Signature]

Responsive Management



February 20, 2012

Mr. Frank Whittaker, Director of Purchasing
West Virginia Department of Administration
Purchasing Division, Building 15
2019 Washington Street, East
Charleston, WV 25305-0130

Dear Mr. Whittaker:

This letter is in reference to Request for Quotation (RFQ) #DNR212103 issued by the West Virginia Division of Natural Resources (WVDNR) to conduct a public survey to determine West Virginia residents' opinions on bears and bear management issues in the state. Responsive Management would very much like an opportunity to design and administer this survey and develop a final report providing the results of a survey designed to determine residents' knowledge of and awareness regarding bear populations and habitat as well as regional differences, to assist the agency in determining the "cultural carrying capacity" for bear populations at the regional level, and to determine residents' experiences with bear-human conflict and nuisance issues.

Responsive Management is an internationally recognized survey research firm that was established 22 years ago to help natural resource, wildlife management, and outdoor recreation agencies and organizations better understand and work with their constituents. Specializing in research for natural resource, wildlife management, and outdoor recreation agencies and organizations, Responsive Management has conducted more than 500 public attitudes studies on big game and wildlife management issues, including bears and bear management options, habitat conservation, threatened and endangered species, and the reintroduction of large predators such as wolves, grizzly bears, and the Florida panther.

I believe our prior experience, exceptional customer service, and high level of credibility will prove a great asset for the successful completion of this project.

Experience

Responsive Management has conducted more than 15 major studies *exclusively* on public attitudes toward bears and bear management. In fact, Responsive Management conducted the 2006 *West Virginia Residents' Opinions on Black Bears and Black Bear Hunting* study. This study was conducted for the WVDNR to determine West Virginia residents' opinions on black bears, black bear management, and black bear hunting. Because Responsive Management conducted this survey in the past, we already have the QPL programmed for our computer-assisted telephone interviewing (CATI) system as well as immediate access to the comparative data from the 2006 study.

Currently, Responsive Management is working with the Virginia Department of Game and Inland Fisheries to update the state's bear management plan based on the most current black bear ecology and management statistics. For this project, Responsive Management conducted a survey of Virginia residents to determine knowledge levels regarding black bears and their opinions on and attitudes toward black bears and black bear management. The survey was designed to explore public acceptance of and intolerance for bear, and to assess public awareness of and attitudes toward various bear management options. The results of this study are being used to develop the *2011-2020 Virginia Bear Management Plan*. This plan will be developed to address the increasingly complex challenges and issues surrounding bear management efforts, including bear hunting, human-bear conflicts, and bear habitat conservation, among other concerns. Responsive Management is currently working on the second phase of the study, which involves a series of meetings with Stakeholder Advisory Committees throughout the state to assist in the development of the plan.

Responsive Management also recently conducted a study for the Tennessee Wildlife Resources Agency (TWRA) to determine residents' opinions on black bears, including interactions they may have had, their opinions on the size of the black bear population in Tennessee, their level of tolerance of black bears, and their opinions on hunting black bears. The results of this study were highlighted by National Public Radio (NPR) in an interview with Executive Director Mark Damian Duda that aired on Monday, February 20, 2012.

In 2010, Responsive Management conducted a study for the Alaska Department of Fish and Game to assess Anchorage, Alaska residents' attitudes toward bears, their prey (moose and salmon), their habitat, and various bear management options. Similarly, Responsive Management also conducted a large-scale study on Pennsylvania residents' opinions on and attitudes toward black bears, black bear management options, and hunting of black bears for the Pennsylvania Game Commission. This study sought to obtain data for individual Wildlife Management Units (WMUs) within Pennsylvania, as well as regional data, with each region consisting of several WMUs. In this study, Responsive Management's research team integrated geographic information system (GIS) data with census block group data so that a statistically valid study sample of Pennsylvania residents age 18 and older could be drawn based on Pennsylvania's wildlife management units (WMUs). In a study conducted for the Maryland Department of Natural Resources, Maryland residents were asked questions about their contacts with black bears, attitudes toward black bears, strategies to avoid black bear nuisance behavior, and their opinion of regulated hunting of black bears. The final report included a regional breakdown of results and extensive nonparametric (z-score) analysis.

In the completion of all studies, Responsive Management provides thorough data analysis that will be displayed graphically in an easily understandable format. Responsive Management's experience conducting similar studies using scientifically sound research means that you can rest assured that your study will be completed both accurately and promptly.

Customer Service

Responsive Management works exclusively with natural resource, wildlife management, and outdoor recreation agencies and organizations and has a 22-year track record of high customer satisfaction. The following are client comments regarding Responsive Management's work:

"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 Mark Damian Duda has become a benchmark of comparison for others doing similar work in the field"

—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

I have enclosed further comments and recommendations from numerous natural resource management professionals on the quality of Responsive Management's work.

Credibility

Responsive Management has been conducting textbook-quality research for natural resource, wildlife management, and outdoor recreation organizations for 22 years. Many firms do not employ quality methodology and cut corners to increase profits; Responsive Management does not cut corners. When comparing firms, compare and contrast methodology, quality control, experience, and credibility. The more you examine its methods, the more you will see the methodologies Responsive Management uses are of the highest quality.

Responsive Management's research has been upheld in U.S. District Courts, used in peer-reviewed journals, and presented at major natural resource and wildlife management conferences across the world. Its research has been featured in many of the nation's top media, including *Newsweek*, *The New York Times*, *The Wall Street Journal*, CNN, and on the front pages of *The Washington Post* and *USA Today*. For more information, you may also want to visit Responsive Management's website, www.responsivemanagement.com, which provides extensive information about its research, methodologies, and qualifications.

Through our dedication and commitment to excellence, we can ensure the completion of a timely and quality study. Thank you for considering Responsive Management to complete of a study designed to assess West Virginia residents' attitudes toward bears and various bear management options. We look forward to an opportunity to work with you again.

Sincerely,



Mark Damian Duda
Executive Director
Responsive Management
130 Franklin Street
Harrisonburg, VA 22801
540-432-1888
fax: 540-432-1892
www.responsivemanagement.com

Responsive Management



WEST VIRGINIA RESIDENTS' ATTITUDES TOWARD BEARS AND BEAR MANAGEMENT ISSUES

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

Submitted by Responsive Management

February 2012

"I would just like to take this quick opportunity to thank you and your staff on the tremendous work you recently completed for the West Virginia Division of Natural Resources. All too often we lack important human dimensions work in wildlife management decisions and focus only on biological data. I believe wildlife management decisions should be based on solid biological data; however, I also believe that we must use essential human dimensions work and public opinion to come up with the best management strategy. The survey of West Virginia Residents' Opinions on Black Bears and Black Bear Hunting that Responsive Management conducted for the West Virginia DNR was just the kind of information that we were so desperately lacking.

The report that Responsive Management supplied us with was very comprehensive, and the cross-tabulations supplied additional insight that may have otherwise gone undetected. The additional analysis that you and your staff did . . . was above and beyond the call of duty and demonstrated the kind of expertise and caring attitude that your staff has about our natural resources. It also helped to demonstrate that while this survey was conducted on all residents of West Virginia, your staff was able to identify our target audience very effectively and supplied us with the best possible data to make management recommendations."

—Dr. Chris Ryan, Black Bear Project Leader, West Virginia Division of Natural Resources

"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 fish and 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, PhD, Professor of Social Ecology, Yale University

"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, PhD, Associate Department Head and Associate Professor of Fisheries and Wildlife, Virginia Tech

"I also wanted to extend my thanks—albeit belated—for a great job with a task that at times might have seemed amorphous. The process worked and wouldn't have without your talent, experience, and expertise."

—Dennis Slate, National Rabies Management Coordinator, U.S. Department of Agriculture, Animal and Plant Health Inspection Service (APHIS)

WHY RESPONSIVE MANAGEMENT?

- ✓ **Credibility.** Responsive Management is a leader in the public opinion survey research field and has conducted human dimensions research for almost every state natural resource, wildlife management, and outdoor recreation agency. Additionally, Responsive Management has conducted survey research for many of the nation's top universities, including Auburn University, Colorado State University, Duke University, George Mason University, Michigan State University, Mississippi State University, North Carolina State University, Oregon State University, Penn State University, Rutgers University, Texas Tech University, University of California-Davis, University of Florida, University of Montana, University of New Hampshire, University of Southern California, Virginia Tech, and West Virginia University.
- ✓ **Experience.** Responsive Management is an internationally recognized public opinion and market research firm specializing in natural resource, wildlife management, and outdoor recreation issues. For 22 consecutive years, Responsive Management has been conducting market research on public opinion on and attitudes toward a variety of natural resource, wildlife management, and outdoor recreation issues. Responsive Management has conducted more than 500 studies on wildlife management issues, including studies to assess public attitudes toward bears and bear management, habitat conservation, threatened and endangered species, and the reintroduction of large predators such as wolves, grizzly bears, and the Florida panther.
- ✓ **Facility and Expert Personnel.** Responsive Management maintains its own in-house, full-service telephone and mail survey research center, which is staffed with professional interviewers who are trained according to the standards established by the Council of American Survey Research Organizations, assuring rigorous oversight and strict quality control. Responsive Management consists of an Executive Director, Statisticians, Survey Center Managers, Qualitative Research Associates, Quantitative Research Associates, a Business Manager, and 50 professional interviewers.
- ✓ **Service.** Responsive Management will work directly with the West Virginia Division of Natural Resources (WVDNR) to ensure that survey design and methodology meet the exact specifications, goals, and objectives of the study. Responsive Management will assist the WVDNR in selecting the proper study design to ensure a comprehensive review of best practices and recommendations, to maximize speed and accuracy, and to conduct a thorough study while minimizing costs. The WVDNR will be directly involved throughout the entire study design process, and final approval of the methodology will be obtained from the WVDNR prior to implementation.
- ✓ **Value.** Responsive Management offers the most cost-effective approach to study design without sacrificing the validity and reliability of study results. Responsive Management will work closely with the WVDNR to determine the best methodology to ensure that all study objectives are achieved, that statistically valid data are obtained, and that scientifically defensible results are produced at a reasonable cost. Responsive Management is able to offer affordable survey design and completion because all work is completed in-house, eliminating the need for additional outsourcing, subcontracting expenses, or high university overhead charges.

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"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

"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 is high, and [the results] 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, (Former) Executive Director, New Hampshire Fish and Game Department

INTRODUCTION

This proposal outlines the specific services, methodology, timeline, and costs in response to Request for Quotation (RFQ) #DNR212103 issued by the West Virginia Division of Natural Resources (WVDNR) to conduct a telephone survey designed to assess residents' opinions on and attitudes toward bears and bear management issues. This survey will be designed to update some of the findings of the 2006 survey and analyze trends in public attitudes toward bear and bear management issues in the state. As requested in the RFQ, this survey requires greater resolution of the results to show representative data at the regional level; therefore, although results must be representative of residents statewide, data must also be representative of the state's 20 regional units, as identified in the RFQ.

Public opinion on bears and the WVDNR's wildlife management efforts is diverse, and successful wildlife management strategies are developed not only through biological research to optimize bear populations and habitat but also through human dimensions research to strike a balance between differences in public opinion. With this in mind, the WVDNR is seeking an assessment of public opinion on bear and bear management issues to assist in bear management planning. The survey will be designed to inform bear management goals, objectives, and legislative recommendations and to set the direction for the future of bear management in the State of West Virginia at state and regional levels. Specifically, this study will be designed to achieve the following goals:

- **Bear Populations and Habitat.** Determine West Virginia residents' knowledge of and awareness regarding bear populations and habitat as well as regional differences.
- **Levels of Tolerance.** Assist the agency in determining the "cultural carrying capacity" for bear populations at the regional level by examining public perceptions of acceptable levels of encounters and risks.
- **Human-Bear Conflicts.** Determine residents' experiences with bear-human conflict and nuisance issues, such as property damage, crop damage, and vehicle collisions.
- **Regional and Demographic Differences.** This survey will be designed to ensure meaningful results at statewide and regional levels. Results will be examined based on several geographic and demographic factors, including place of residence (results will be stratified geographically), participation in outdoor activities, such as hunting, gender, age, etc.

To accomplish the objectives of this study, Responsive Management proposes the following approach, further detailed in the section of this proposal titled "Proposed Methodology and Overall Approach":

1. **Convene an Initial Planning Session.** For this project, Responsive Management will meet with the WVDNR initially to set the parameters for research design and development and also to obtain a better understanding of the goals for survey data collection and analysis. The initial meeting offers an opportunity for the project team to review the proposed methodology, to identify all of the issues that the overall approach addresses, and to determine any areas and issues of concern. Further, this meeting is used to discuss, refine, and finalize project goals, objectives, and strategies. In general, this

meeting takes place via conference call and is designed to assist Responsive Management in generating an outline or list of additional topics to be included in the survey.

2. **Develop and Pretest Survey.** Responsive Management will plan, design, and computer code the surveys to assess West Virginia residents' opinions on and attitudes toward bears and bear management issues. Specifically, this study will be designed to explore public acceptance of or intolerance for bear, determine the frequency of encounters and conflicts with bear and how these encounters affect residents' behaviors and patterns, assess public awareness of and attitudes toward various bear management options, and examine results based on geographic and demographic factors. Responsive Management will work collaboratively with WVDNR representatives to design a survey of the general population. Responsive Management will pretest the survey instrument and make any necessary revisions for logic, wording, and clarification.
3. **Administer Survey.** Responsive Management will conduct a statewide telephone survey of West Virginia residents, age 18 and older, to obtain 2,400 completed surveys. The survey sample will be stratified among 20 regional units in the state and Responsive Management will obtain a minimum of 120 completed surveys for each region to ensure representative results at the regional level. Random selection of a sample from the general population will be obtained from Survey Sampling International (SSI), an established global survey sample provider. The sampling frame will be designed to ensure a 95% level of confidence and a sampling error that will not exceed plus or minus 2.00 percentage points for the total population of West Virginia residents 18 years old and older.¹ The sample will be designed to ensure that the proportions of the sample reflect U.S. Census Bureau population densities and demographic characteristics, thereby further ensuring the representativeness of the sample.
4. **Analyze Survey Results.** Responsive Management will fully analyze data and interpret findings. All data collected will be processed and analyzed using SPSS for Windows software and proprietary software developed by Responsive Management. Data processing and analysis will include coding, preparation of straight tabulations, computer processing with crosstabulations, and preparation of study printouts. Data analysis will include breakdowns among 20 regional units in the state as well as a nonparametric analysis to determine statistically significant differences among regions, participation in specific activities, and demographic characteristics, such as age and gender.
5. **Prepare Final Report.** Responsive Management will provide paper and electronic copies of the final survey report. For the final report, Responsive Management create graphs to correspond to each question for easy review and visual display of survey data and prepare a final report on the results of the study. The final report will include an analysis of overall findings, regional breakdowns, and nonparametric (z-scores) analysis.

¹ The sampling error is based on population estimates for West Virginia residents 18 years old and older, totaling 1,465,576. Responsive Management proposes to complete 2,400 interviews with West Virginia residents 18 years old and older to achieve a sampling error of +/-2.00% statewide (U.S. Census Bureau, 2010.)

EXPERIENCE AND QUALIFICATIONS

COMPANY BACKGROUND

Established in 1990 by Mark Damian Duda, Responsive Management has been conducting research for 22 consecutive years on public opinions on and attitudes toward a variety of natural resources, wildlife management, and outdoor recreation issues. Responsive Management's mission is to help natural resource agencies and organizations better understand and work with their constituents, customers, and the public. Utilizing its in-house, full-service telephone and mail survey center with 50 professional interviewers, Responsive Management has conducted more than 500 public opinion studies on big game and wildlife management issues, including bears and bear management options, habitat conservation, threatened and endangered species, and the reintroduction of large predators such as wolves, grizzly bears, and the Florida panther. The geographic scope of its studies range from a single municipality, town, or county to studies conducted nationally. Additionally, Responsive Management routinely provides trends analysis and regional data analysis. For all studies, Responsive Management follows the highest standards in conducting telephone surveys, mail surveys, focus groups, and personal interviews to ensure accurate, unbiased results.

STUDIES CONDUCTED ON PUBLIC AWARENESS OF AND ATTITUDES TOWARD BEARS AND OTHER WILDLIFE MANAGEMENT ISSUES

Responsive Management has extensive experience with conducting studies on public attitudes toward bears and bear management, including several studies specifically on black bears. In fact, Responsive Management conducted the 2006 *West Virginia Residents' Opinions on Black Bears and Black Bear Hunting* study. This study was conducted for the West Virginia Division of Natural Resources to determine West Virginia residents' opinions on black bears, black bear management, and black bear hunting. The study entailed a telephone survey of West Virginia residents aged 18 and over, and Responsive Management obtained a total of 1,206 completed interviews.

Most recently, Responsive Management conducted a study for the Tennessee Wildlife Resources Agency (TWRA) to determine residents' opinions on black bears, including interactions they may have had, their opinions on the size of the black bear population in Tennessee, their level of tolerance of black bears, and their opinions on hunting black bears. Responsive Management obtained a total of 1,285 completed interviews with Tennessee residents, 18 and older. The sample was stratified to obtain at least 400 completed interviews in each of three regions:

- **Established Bear Region:** These are respondents who live in a county in which black bears are established in the wild. In general, this is the eastern part of the state and includes the Great Smokey Mountains.
- **Establishing Bear Region:** These are respondents who live in a county in which black bears are not currently "established" but are becoming established in the wild (unless conditions change). In general, this is the east-central part of the state.
- **Non-Bear Region:** These are respondents who live in a county that does not have any black bears to speak of (they may be intermittently seen in these counties, but are not

seen on a regular basis) and is not expected to have black bears in the foreseeable future. In general, this is the western half of the state.

Responsive Management also partnered with the Alaska Department of Fish and Game (ADF&G) to conduct focus groups, design and administer a public opinion survey, and develop a final report for a study to assess Anchorage, Alaska residents' attitudes toward bears, their prey (moose and salmon), their habitat, and various bear management options. Similarly, in Pennsylvania, Responsive Management conducted a large-scale study on residents' opinions on and attitudes toward black bears, black bear management options, and hunting of black bears for the Pennsylvania Game Commission. The study sought to obtain data for individual Wildlife Management Units (WMUs) within Pennsylvania, as well as regional data, with each region consisting of several WMUs. In this study, Responsive Management's research team integrated geographic information system (GIS) data with census block group data so that a statistically valid study sample of Pennsylvania residents age 18 and older could be drawn based on Pennsylvania's wildlife management units (WMUs). The results of this study were used to inform legislation and policy regarding bears and bear management in the Commonwealth.

Responsive Management completed a similar telephone survey for the state of Maryland. For this study, Maryland residents were asked questions about their contacts with black bears, attitudes toward black bears, strategies to avoid black bear nuisance behavior, and their opinion of regulated hunting of black bears. The final report included a regional breakdown of results and extensive nonparametric (z-score) analysis. Other relevant studies include a telephone survey of Michigan residents to assess their opinions on, attitudes toward, and awareness of black bears and a telephone survey of Florida residents to assess their awareness of black bears in Florida, to measure their support for or opposition to black bear hunting in Florida, and to measure their support for or opposition to black bear hunting alternatives.

In addition to studies conducted to explore public opinion on and attitudes toward black bears, Responsive Management has conducted several studies regarding brown bears. For example, Responsive Management completed a telephone survey for the Cabinet Yaak Grizzly Bear Outreach Project to determine the behaviors and opinions of people within Lincoln and Sanders Counties regarding grizzly bears and grizzly bear recovery efforts in the Cabinet Mountains and Yaak Valley in Montana. This study was designed to assess public participation in outdoor activities, exposure to and encounters with grizzly bears, knowledge of grizzly bears and opinion on bear populations, attitudes toward bear-human conflicts, and opinion on grizzly bear recovery efforts. Similar projects include a telephone survey of Washington residents regarding their knowledge of, support for, and attitudes toward grizzly bears and grizzly bear augmentation; a telephone survey of Wyoming residents to assess their attitudes toward and opinions on the possible removal of the grizzly bear from the Endangered Species List; and a nationwide telephone survey to assess public awareness of the proposed reintroduction of grizzly bears to central Idaho, knowledge of grizzly bears, frequency of visitation to the Bitterroot Mountains, and opinions on and attitudes toward grizzly bear reintroduction to the Bitterroot Mountains. Another study of particular relevance includes a survey conducted in Phoenix and Tucson, Arizona to explore public opinion on urban wildlife. This study was conducted for the Arizona Game and Fish Department to determine the attitudes toward and opinions on wildlife, particularly coyote, mountain lion, and javelina. Responsive Management conducted a telephone

survey to assess general attitudes toward these species, opinion on nuisance wildlife and wildlife feeding, and satisfaction with the Department's wildlife management efforts.

To follow is just a sampling of the extensive Responsive Management experience relevant to the survey research needs of the WVDNR. For additional information about Responsive Management's research, methodologies, and qualifications and to download reports, please visit www.responsivemanagement.com.

Tennessee Residents' Opinions on Black Bears in General and the Management and Hunting of Black Bears. This study was conducted for the Tennessee Wildlife Resources Agency (TWRA) to determine residents' opinions on black bears, including interactions they may have had, their opinions on the size of the black bear population in Tennessee, their level of tolerance of black bears, and their opinions on the hunting of black bears.

Anchorage, Alaska Residents' Attitudes Toward Bears and Bear Management Issues. Most recently, Responsive Management was awarded a contract with the Alaska Department of Fish and Game to conduct focus groups, design and administer a public opinion survey, and develop a final report of a study designed to assess Anchorage, Alaska residents' attitudes toward bears, their prey (moose and salmon), their habitat, and various bear management options. The study entailed focus groups of Anchorage residents and trail users and a telephone survey of Anchorage residents (at least 18 years old).

Virginia Residents' Opinions on Black Bears and Black Bear Management. This study was conducted for the Virginia Department of Game and Inland Fisheries (VDGIF) to determine Virginia residents' knowledge levels regarding black bears and their opinions on and attitudes toward black bears and black bear management. The study was designed to explore public attitudes toward bear, determine rates of conflicts with bears, and assess public support for various bear management options. The results of this study were used to update the Virginia Bear Management Plan.

Virginia Bear Management Plan 2011-2020. Responsive Management is currently working with the Virginia Department of Game and Inland Fisheries (VDGIF) to update the state's bear management plan based on the most current black bear ecology and management statistics, as well as a comprehensive assessment of public opinion on bear and bear management issues. This plan will be developed to address the increasingly complex challenges and issues surrounding bear management efforts, including bear hunting, human-bear conflicts, and bear habitat conservation, among other concerns. The development of the *2011-2020 Bear Management Plan* involves an interactive, multi-phased approach to plan development that simultaneously addresses public issues and concerns while also maintaining stable wildlife populations and preserving habitat. The first phase of this project involved comprehensive public opinion and biological research: Responsive Management and the VDGIF partnered to conduct a telephone survey of Virginia residents and to collect biological data regarding bear ecology and habitat. Responsive Management recently completed the second phase of the study, which involved a series of meetings with Stakeholder Advisory Committees throughout the state, and is assisting the VDGIF in finalizing a comprehensive bear management plan.

Pennsylvania Residents' Opinions on and Attitudes Toward Black Bears. This study was conducted for the Pennsylvania Game Commission to determine Pennsylvanians' opinions on black bears in general, black bear management, and the hunting of black bears. The study sought to obtain data for individual Wildlife Management Units (WMUs) within Pennsylvania, as well as regional data, with each region consisting of several WMUs.

West Virginia Residents' Opinions on Black Bears and Black Bear Hunting. This study was conducted for the West Virginia Division of Natural Resources to determine West Virginia residents' opinions on black bears, black bear management, and black bear hunting.

Public Attitudes Toward Black Bear Management in Maryland. Responsive Management conducted a telephone survey of Maryland residents to determine their attitudes toward and opinions on black bear management in Maryland. Specifically, this study was designed to assess public knowledge and awareness of black bears in Maryland, contact and encounters with the species, attitudes toward black bears and nuisance behaviors, and opinions on management and regulation options.

Public Attitudes Toward Grizzly Bear Management in Wyoming. This project included a telephone survey of Wyoming residents to assess their attitudes toward and opinions on grizzly bears. The study was conducted for the Wyoming Game and Fish Department and used to develop methods for addressing human-grizzly bear conflicts.

Michigan Black Bear Survey. Responsive Management completed this survey to assess Michigan residents' opinions on, attitudes toward, and awareness of black bears.

Floridians' Opinions on Black Bear Hunting in Florida: Select Frequency Tables and Select Crosstabulations. For this project, Responsive Management conducted a telephone survey of Florida residents to assess public awareness of black bears in Florida, to measure residents' support for or opposition to black bear hunting in Florida, and to explore public support for or opposition to various black bear hunting alternatives.

New Hampshire Residents' Opinions and Attitudes Toward Deer, Moose and Bear in New Hampshire. Responsive Management conducted this telephone survey of New Hampshire residents for the New Hampshire Fish and Game Department to assess residents' opinions on and attitudes toward big game management and related issues, including cultural carrying capacity regarding moose, bear, and deer.

New Hampshire Residents' and Hunters' Opinions on the Status and Management of Big Game Populations. This study was conducted for the New Hampshire Fish and Game Department to determine public opinions on and attitudes toward populations and management of the following big game species: white-tailed deer, black bear, moose, and wild turkey.

Public Opinion/Knowledge of Grizzly Bear Recovery in the Cabinet Mountains and Yaak Valley. Responsive Management completed a telephone survey for the Cabinet Yaak Grizzly Bear Outreach Project to determine the behaviors and opinions of people within Lincoln and

Sanders Counties regarding grizzly bears and grizzly bear recovery efforts in the Cabinet Mountains and Yaak Valley in Montana.

Washington State Residents' Attitudes Toward Grizzly Bears and Grizzly Bear Augmentation.

For this project, Responsive Management completed a telephone survey of Washington residents regarding their knowledge of, support for, and attitudes toward grizzly bears and grizzly bear augmentation.

Washington Residents' Opinions on Grizzly Bear Recovery in the North Cascades Mountains.

In a study for the North Cascades Grizzly Bear Management Subcommittee, Responsive Management conducted a telephone survey of Washington residents to identify socio-demographic factors related to knowledge of grizzly bear recovery in the North Cascades as well as public attitudes toward recovery options.

Public Attitudes Toward Grizzly Bear Management in Wyoming. This telephone survey of Wyoming residents was designed to assess public attitudes toward and opinions on the possible removal of the grizzly bear from the Endangered Species List. The study was used to develop methods for addressing human-grizzly bear conflicts.

The Public and Grizzly Bear Reintroduction in the Bitterroot Mountains of Central Idaho. This study involved a nationwide telephone survey to assess public awareness of the proposed reintroduction of grizzly bears to central Idaho, knowledge of grizzly bears, frequency of visitation to the Bitterroot Mountains, and opinions on and attitudes toward grizzly bear reintroduction to the Bitterroot Mountains.

Public Opinion and Knowledge Regarding Grizzly Bear Recovery Efforts in the Cabinet Mountains and Yaak Valley. This survey was conducted for the Cabinet Yaak Grizzly Bear Outreach Project to determine the behaviors and opinions of people within Lincoln and Sanders Counties regarding grizzly bears and grizzly bear recovery efforts in the Cabinet Mountains and Yaak Valley.

Arizona and New Mexico Residents' Awareness of and Opinions on the Mexican Wolf Recovery Project. For this project, the Arizona Game and Fish Department, contracted Responsive Management to complete a telephone survey to determine public awareness of Mexican wolf reintroduction and opinions on various aspects of the Mexican Wolf Recovery Project.

Public Opinion on and Attitudes Toward the Possible Reintroduction of the Eastern Timber Wolf to Adirondack Park. The study is based on focus groups of Adirondack Park and New York residents and a telephone survey of Adirondack Park, New York, and New England residents. The purpose of this project was to assess public opinion in order to understand the feasibility of reintroducing the Eastern timber wolf to Adirondack Park in New York.

Wyoming Residents' Attitudes Toward and Opinions on Wolf Management in Wyoming. This survey was used to assist the Wyoming Game and Fish Department in the development of a draft

wolf management plan for the State. The project included a telephone survey of Wyoming residents to assess their opinions on wolves and wolf management in Wyoming.

Public Opinion of Wolves and Wolf Management in the Greater Yellowstone Area. For this project, the Wyoming Game and Fish Department commissioned Responsive Management to complete a telephone survey of Wyoming residents to assess their opinions on and attitudes toward wolves and wolf management in the Greater Yellowstone Area.

San Diego County Residents' Attitudes Toward Mountain Lions. Responsive Management assisted in the development of a survey instrument for the University of California—Davis. The survey was undertaken as part of a larger project known as the Southern California Ecosystem Health Project, a cooperative effort managed by the Wildlife Health Center and the University of California—Davis. The survey concerned San Diego County residents' attitudes regarding the lions, animal ownership and confinement patterns, and opinions on depredation permits.

Wildlife and the Vietnamese Community in California: A Qualitative Study of Attitudes. This project was conducted for the Mountain Lion Foundation to assess Vietnamese California residents' attitudes toward wildlife, hunting, fishing, and the medicinal use of wildlife, as well as their understanding of hunting and fishing regulations and their information sources about wildlife.

Washington State Residents' Knowledge of and Attitudes Toward Cougars. This study was conducted for the Washington Department of Fish and Wildlife to determine Washington State residents' knowledge of and attitudes toward cougars. The results of the study will be used in an assessment of outreach education needs on cougar ecology, behavior, safety, and management in Washington State. The data will also guide the Cougar Outreach Project as it is further developed by the Washington Department of Fish and Wildlife.

Attitudes Toward Urban Wildlife Among Residents of Phoenix and Tucson, Arizona. This study was conducted for the Arizona Game and Fish Department (AGFD) to determine the attitudes toward and opinions on wildlife, particularly coyote, mountain lion, and javelina, among urban residents of Phoenix and Tucson.

Floridians' Knowledge, Opinions, and Attitudes Toward Panther Habitat and Panther-Related Issues. This study was conducted to assess the public's current awareness and knowledge levels, opinions and attitudes, and behaviors regarding panther habitat and panther-related issues.

Public Opinion on Wildlife Species Management in Vermont. This telephone survey of Vermont residents was conducted for the Vermont Fish and Wildlife Department to determine public opinion on wildlife species management, on funding for the Department, and on hunting regulations. Specifically, this study explored residents' opinion on and attitudes toward Division funding resources, habitat management efforts, human-wildlife conflict resolution, and Chronic Wasting Disease, among other topics.

The Opinions of Residents, Hunters, and Landowners on Deer Management in Maryland. This study was conducted for the Maryland Department of Natural Resources (MDNR) to determine

the opinions of residents, active deer hunters (they had hunted deer within the previous 2 years), and landowners (who own at least 20 acres and who grow commercial agricultural crops) on the deer population in Maryland, deer hunting, and deer management.

Arkansas Residents' and Hunters' Opinions and Attitudes Toward Deer Management. This study, conducted for the Arkansas Game and Fish Commission, involved a telephone survey of Arkansas resident hunters to assess their opinions on and attitudes toward issues related to deer management, including deer populations, buck harvest, doe harvest, and season length.

"We looked over the Kansas Threatened and Endangered Species Survey report and could not find anything else we needed or that needed further clarification. It was thorough, timely, and well-done... We had feared that with the poor economy that support for this program had eroded over the last 20 years but that is apparently not the case. If legislators target our regulatory program for deregulation, we can certainly give them pause with this report.

We are certainly appreciative of the professionalism and expediency of Responsive Management."

—Edwin Miller, Endangered Species Program Coordinator, Kansas Department of Wildlife and Parks

"I am writing on behalf of USDA, APHIS, Wildlife Services National Rabies Management Program (NRMP) to express my appreciation for the exceptional job Michael Fraidenburg and Responsive Management did in helping us to organize and facilitate a modified Delphi decision-making process involving a panel of 15 experts from the U.S. and Canada. Like the company name, Mike was responsive to our changing needs in real time and was able to help us meet our objectives of reaching consensus on key wildlife rabies ecology and management questions critical to ongoing economic modeling research. I was impressed by both the professionalism and enthusiasm Mike brought to the various stages of the process including the planning, implementation and final summary report writing. Responsive Management provided consulting services in our requested time frame and made sure we got what we needed when we needed it. Simply put, our experience working with Mike and Responsive Management was excellent and far exceeded our expectations. Thank you!"

—Richard B. Chipman, Certified Wildlife Biologist, Assistant Coordinator, National Rabies Management Program, USDA, APHIS, Wildlife Services

REFERENCES

Summaries and References (from 3 surveys on wildlife issues)

Brian Clark, Assistant Director of Public Affairs
Kentucky Department of Fish and Wildlife Resources
Department of Fish and Wildlife
1 Sportsman's Lane
Frankfort, KY 40601
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Brian.Clark@ky.gov

Summary of Work: In 2009, Responsive Management worked with the Kentucky Department of Fish and Wildlife Resources on two surveys to measure hunting participation and harvest in Kentucky, including years hunted, hunting locations, and species hunted; satisfaction with hunting and wildlife management in the state; conflicts with other recreationists and participation in other activities; and opinions on allowable activities in WMAs and forest management for habitat improvement. The first survey, *Survey Regarding Hunting and Wildlife Management in Kentucky*, was conducted on a statewide basis. The second survey, *Survey Regarding Recreation in the Peabody Wildlife Management Area in Kentucky*, was conducted specifically with Peabody WMA User Permit holders to assess their opinions on and attitudes toward wildlife management and hunting regulations.

Mark Scott, Director
Vermont Fish and Wildlife Department
103 S. Main Street, Building 10S
Waterbury, VT 05671-0501
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mark.scott@state.vt.us

Summary of Work: Most recently, Responsive Management conducted a survey for the Vermont Fish and Wildlife Department to determine hunters' opinions on potential changes to the deer and moose hunting seasons in Vermont: *Resident Hunters' Opinions on Potential Changes to the Deer and Moose Hunting Seasons in Vermont*. The study entailed a telephone survey of Vermont resident licensed hunters (Resident Combination and Resident Hunting license holders). For a study completed for the Department in 2007, *Public Opinion on Wildlife Species Management in Vermont*, Responsive Management worked with Mark Scott to conduct a telephone survey of Vermont residents to determine public opinion on wildlife species management, on funding for the Department, and on hunting regulations. Specifically, this study explored residents' opinion on and attitudes toward Division funding resources, habitat management efforts, human-wildlife conflict resolution, and Chronic Wasting Disease, among other topics.

Don McGowan, Senior Wildlife Biologist

Georgia Department of Natural Resources

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Social Circle, GA 30025

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Don_McGowan@dnr.state.ga.us

Summary of Work: Responsive Management has an ongoing, 5-year contract with the Georgia Department of Natural Resources to conduct annual hunter harvest studies. The *Harvest of Wildlife in Georgia* studies have been conducted from 2004-2007. These studies are conducted to determine participation in hunting and harvest of selected big game species and entail a telephone survey of Georgia resident licensed hunters from among the following license types: Resident Combination Hunting and Fishing licenses, Resident Hunting licenses, Resident Primitive Weapon licenses, and Resident Sportsman. The *Georgia Spring Turkey Harvest* studies are also conducted annually to determine spring turkey harvest numbers by county and involve a telephone survey of Georgia resident licensed hunters. These studies assist the Georgia Department of Natural Resources in determining their overall hunter harvest each year. Responsive Management is currently working on the 2008 Georgia Hunter Harvest report.

Summaries and References (from at least 1 survey on a study relating to black bear)

Roger D. Applegate, Wildlife Population Biologist

Tennessee Wildlife Resources Agency

Post Office Box 40747

Nashville, TN 37204

Roger.Applegate@tn.gov

Summary of Work: For *Tennessee Residents' Opinions on Black Bears in General and the Management and Hunting of Black Bears*, conducted this year, Responsive Management partnered with the Tennessee Wildlife Resources Agency (TWRA) to conduct a study to determine residents' opinions on black bears, including interactions they may have had, their opinions on the size of the black bear population in Tennessee, their level of tolerance of black bears, and their opinions on hunting black bears. The sample was stratified to obtain at least 400 completed interviews in each of three regions: an established bear region, an establishing bear region, and a non-bear region. The results of this study were highlighted by National Public Radio (NPR) in an interview with Executive Director Mark Damian Duda that aired on Monday, February 20, 2012.

Mark Burch, Regional Supervisor

Alaska Department of Fish & Game
333 Raspberry Road
Anchorage, AK 99518
(907) 267-2387
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Summary of Work: Responsive Management was commissioned by the Alaska Department of Fish and Game (ADF&G) to conduct focus groups, design and administer a public opinion survey, and develop a final report of a study designed to assess Anchorage, Alaska residents' attitudes toward bears, their prey (moose and salmon), their habitat, and various bear management options: *Anchorage, Alaska Residents' Attitudes Toward Bears and Bear Management Issues*. Specifically, the purpose of this study was to determine Anchorage residents' acceptance of or intolerance for bears and moose in urban areas and salmon in area streams; to quantify changes in trail use and participation in outdoor recreation activities resulting from concern for or fear of wildlife encounters; to determine residents' acceptance of and attitudes toward various wildlife management options related to bear, moose, and salmon; to assess residents' knowledge and awareness of how to avoid and properly deal with bear encounters; to determine how past experiences with bears affects public attitudes toward risks; and to examine the findings based on regional and demographic characteristics.

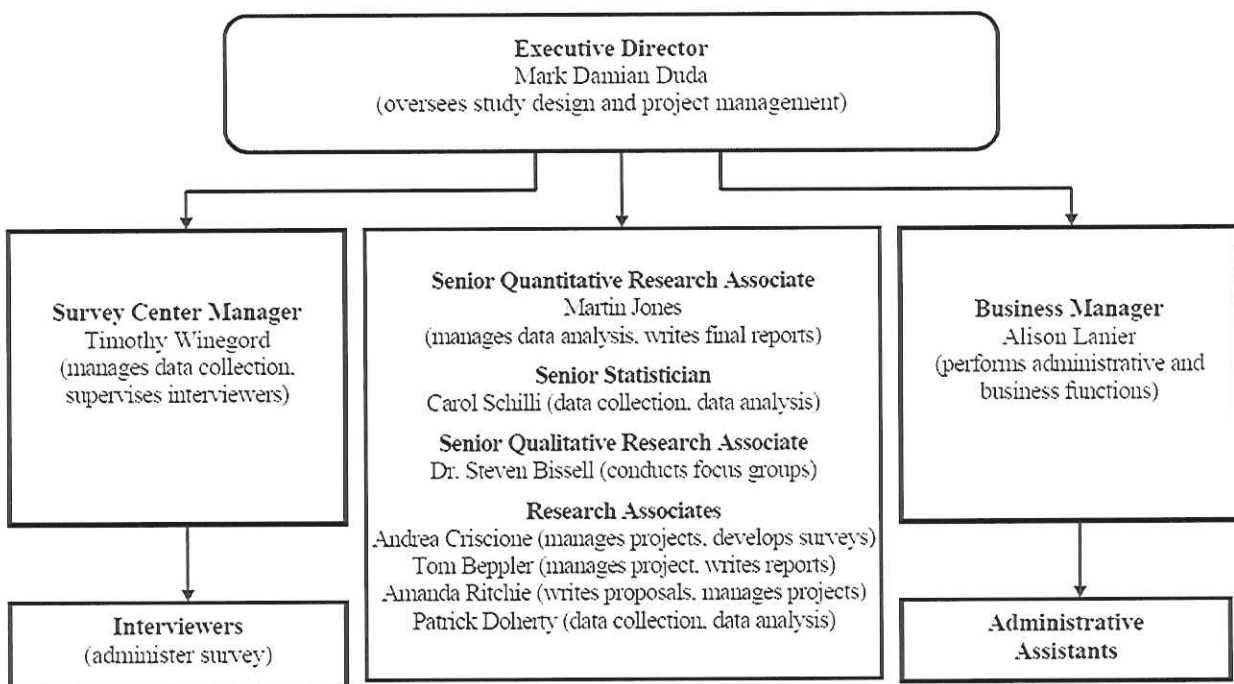
Chris Ryan, Bear Biologist/Leader

West Virginia Division of Natural Resources
Capitol Complex, Bldg 3, Room 825
Charleston, WV 25305
(304) 558-2771
Christopher.W.Ryan@wv.gov

Summary of Work: In 2006, Responsive Management conducted *West Virginia Residents' Participation in Deer Hunting and Harvest of Deer* for the West Virginia Division of Natural Resources (WVDNR) to determine residents' participation rates in deer hunting and their harvest of deer. The study entailed a telephone survey of West Virginia residents aged 15 years and over. For the survey and the subsequent analysis, West Virginia was divided into 24 regions. To ensure that there would be enough respondents in each region for accurate analyses, Responsive Management obtained at least 100 completed interviews with deer hunters in each region. For statewide analyses, the data were weighted so that the proportions of the sample among the regions matched the distribution of the population statewide. **The results of this study were published in a peer-reviewed journal article for *Ursus* in 2009** (for more information on this publication, please see the section of this proposal entitled "Selected Publications" on page 19, listing number three).

ORGANIZATIONAL CHART AND CONTACTS

Responsive Management consists of an Executive Director, Statisticians, Survey Center Managers, Qualitative Research Associates, Quantitative Research Associates, a Business Manager, and 50 professional interviewers who conduct surveys and research *only* on public opinion on and attitudes toward natural resource, wildlife management, and outdoor recreation issues. Please visit our website at www.responsivemanagement.com for additional information or to view our research studies. The following organizational chart illustrates the lines of authority for Responsive Management; all survey work will be completed in-house by Responsive Management's qualified Research Associates and professional interviewers. Responsive Management's senior associates have been with the firm for 5 years or more and were involved in the projects listed in this proposal.



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
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STAFF RESUMES

Responsive Management consists of an Executive Director, Statisticians, Survey Center Managers, Qualitative Research Associates, Quantitative Research Associates, and 50 professional interviewers who conduct surveys and research only on public opinion on and attitudes toward natural resource, wildlife management, and outdoor recreation issues.

Mark Damian Duda, Executive Director

Mark Damian Duda is Executive Director of Responsive Management. He has directed more than 500 quantitative surveys and hundreds of focus groups concerning natural resource, wildlife management, and outdoor recreation issues and is the author of three books about wildlife. His research has been featured in numerous journals, magazines, and major media, including CNN, *The New York Times*, *The Wall Street Journal*, and the front pages of both *The Washington Post* and *USA Today*.

Mark has been named Conservation Educator of the Year by both the Florida Wildlife Federation and National Wildlife Federation, was a recipient of the Conservation Achievement Award from the Western Association of Fish and Wildlife Agencies, and was named the Wildlife Professional of the Year by the Virginia Wildlife Society. He also received the Conservation Achievement Award in Communications from Ducks Unlimited, as well as an award from the Potomac Ducks Unlimited Chapter for his contributions as a researcher and writer. Mark holds a Master's degree from Yale University in natural resource policy and planning. Mark founded Responsive Management 22 years ago and has been intimately involved in all research projects; his pertinent experience, therefore, is not repeated here.

Steven J. Bissell, Ph.D.

Dr. Steven Bissell is Senior Qualitative Research Analyst for Responsive Management. He has worked for more than 25 years as a human dimensions in natural resource researcher, Wildlife Conservation Officer, nongame and endangered species biologist, and land-use planner. His work experience includes direct work in outreach and communications as the Head of Environmental Education for the Colorado Division of Wildlife. Steve received his Ph.D. from the University of Colorado, with a specialization in qualitative research methods.

During his tenure with Responsive Management, Steve has performed data analysis and reported the findings on more than 100 studies involving public attitudes toward natural resources, wildlife management, and outdoor recreation. Steve is a pioneer in utilizing focus groups concerning natural resource and outdoor recreation issues and has conducted hundreds of focus groups about conservation and outdoor recreation values. He offers expertise in social science research combined with a strong background in the technical aspects of natural resource management, especially wildlife ecology and conservation biology.

Martin Jones

Marty Jones is Senior Quantitative Research Associate with Responsive Management and has researched and written exclusively about natural resource, wildlife management, and outdoor recreation issues for the past 12 years. Marty joined Responsive Management in 2001 and serves as the lead technical report writer. Marty is credited with writing and developing more than 200 surveys and reports focused on public attitudes toward natural resource, wildlife management,

and outdoor recreation issues. As lead technical report writer, Marty will assist in survey design and development and preparation of the final report for submission to the Division. Marty 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, Marty headed the technical writing department for a major engineering firm in Northern Virginia that did extensive wetlands and land-use research.

Marty's numerous reports include a recently completed a study of Pennsylvania residents' opinions on black bears in general, black bear management, and the hunting of black bears; *West Virginia Residents' Opinions on Black Bears and Black Bear Hunting*; a telephone survey for the Cabinet Yaak Grizzly Bear Outreach Project to determine the behaviors and opinions of people within Lincoln and Sanders Counties regarding grizzly bears and grizzly bear recovery efforts in the Cabinet Mountains and Yaak Valley in Montana; a telephone survey of Maryland residents to determine their attitudes toward and opinions on black bear management in Maryland; and a study to assess public attitudes toward urban wildlife among residents of Phoenix and Tucson, Arizona; as well as many proprietary studies for major conservation organizations such as Ducks Unlimited, the Izaak Walton League, and the Rocky Mountain Elk Foundation.

Andrea M. Criscione

Andrea Criscione is a Research Associate with Responsive Management and a leader in survey design and development. Since joining Responsive Management in 2004, Andrea has assisted with and served as project manager for numerous studies related to natural resource, wildlife management, and outdoor recreation issues. She is credited with writing and developing over 100 surveys focused on attitudes toward natural resource and outdoor recreation issues. 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.

Andrea has worked on numerous wildlife and predator management studies, including designing the surveys for *Pennsylvania Residents' Opinions on and Attitudes Toward Black Bears*, *West Virginia Residents' Opinions on Black Bears and Black Bear Hunting*, *Public Attitudes Toward Black Bear Management in Maryland*, *Public Opinion/Knowledge of Grizzly Bear Recovery in the Cabinet Mountains and Yaak Valley*, and *Washington State Residents' Attitudes Toward Grizzly Bears and Grizzly Bear Augmentation*, to name only a few. In addition to developing survey instruments, Andrea also conducts focus groups, manages projects, and writes and edits reports.

Carol Schilli

Carol Schilli is Senior Statistician with Responsive Management. Carol received her Bachelor's degree in mathematics, with a minor in biology and concentration in statistics, from Old Dominion University.

Since joining Responsive Management in 2006, Carol has been responsible for computer coding survey instruments and performing data analyses on numerous natural resource and outdoor recreation studies, including *Pennsylvania Residents' Opinions on and Attitudes Toward Black Bears*; *West Virginia Residents' Opinions on Black Bears and Black Bear Hunting*; a trends analysis to assess participation in outdoor recreation, as well as opinions on and attitudes toward

the Game and Fish Department and outdoor recreation in Arizona; and a study of public attitudes toward and opinions on deer management in Maryland.

Tom Beppler

Tom Beppler is a Research Associate with Responsive Management. He received his Bachelor's degree in English with a minor in world literature from James Madison University. Tom joined Responsive Management in 2006 and has managed several projects since then, including written reports of survey results, developed survey instruments, conducted on-site intercepts, and written a handbook for conducting scientifically defensible survey research.

Tom is currently serving as the project manager for a study designed to assess and evaluate national and selected statewide recruitment and retention programs for hunters, anglers, and sport shooters. Funded through the International Association of Fish and Wildlife Agencies' Multistate Conservation Grant Program, Responsive Management and the National Wild Turkey Federation have partnered for this study designed to (1) measure interest and participation in hunting, fishing, and sport shooting before and after participation in various recruitment and retention programs and (2) identify specific, research-based recommendations and strategies to enhance hunting, fishing, and sport shooting recruitment and retention programs. In addition to this project, several of the numerous natural resource and outdoor recreation studies Tom has been involved in include: *New Hampshire Residents' Opinions on and Participation in Outdoor Recreation*, the *Iowa Survey for the State Comprehensive Outdoor Recreation Plan (SCORP)*, a *Survey Regarding Recreation in the Peabody Wildlife Management Area in Kentucky*, and a recent survey of Delaware residents and stakeholders to assess their knowledge of and opinion on climate change and rising sea levels and its impact on the State of Delaware.

Amanda C. Ritchie

Amanda Ritchie is a Research Associate with Responsive Management. She holds a Master's degree in English from James Madison University and a Bachelor's in English from Bridgewater College. Amanda is primarily responsible for proposal writing; since Amanda joined Responsive Management in 2007, the company has been awarded approximately \$5.7 million in research funding by various federal, regional, and state natural resource and wildlife agencies and organizations to conduct public opinion research on natural resource and outdoor recreation issues.

Most recently, Amanda served as the project manager in the development of a marketing plan to increase freshwater fishing in the State of Washington; for a study to assess the impact of fishing license structure and fee changes on angler participation, license sales, and state revenue in Maryland; and for a study of educators and students in ten participating states regarding the impact of the National Archery in the Schools Program. She has also assisted in study and survey design for several projects, including a recent survey on outdoor recreation in New Hampshire, *Hunters' Opinions on Wildlife Management and Other Hunting Issues in Washington*, an assessment to determine the value of commercial and recreational fishing for tourists visiting local California communities, a needs assessment of boating providers in Washington State, a survey on Washington State Parks for Washington State, and a study of recreational use of the Ohio River.

Patrick Doherty

Patrick Doherty is a new Research Associate with Responsive Management. Patrick received a Bachelor's degree with a concentration in Government and History from the College of William and Mary. Since joining Responsive Management, Patrick has been responsible for computer coding survey instruments and data analysis.

Most recently, Patrick has been working on the data analysis for a large-scale assessment of fishing, hunting, and shooting recruitment and retention programs. For this project, Responsive Management conducted a uniform assessment of attitudes and participation rates in hunting, fishing, and sport shooting *prior to* involvement in recruitment and retention programs applicable to these areas as well as *after* participation in such programs. Funded through the International Association of Fish and Wildlife Agencies' Multistate Conservation Grant Program, Responsive Management and the National Wild Turkey Federation partnered for this study designed to (1) measure interest and participation in hunting, fishing, and sport shooting before and after participation in various recruitment and retention programs and (2) identify specific, research-based recommendations and strategies to enhance hunting, fishing, and sport shooting recruitment and retention programs. Patrick has been working on data analysis collected on 34 different programs nationwide.

Timothy L. Winegord

Tim Winegord is the Survey Center Manager with Responsive Management. Tim is responsible for survey implementation and project supervision, including direct supervision of 50 professional interviewers. Tim conducts in-depth project briefings with interviewing staff prior to working on each study and also closely monitors telephone workstations, thereby providing strict control over the data collection process.

Since joining Responsive Management, Tim has managed the survey portion of over 200 studies and supervised numerous surveys on attitudes toward bears and bear management, including a study of Pennsylvania residents' opinions on black bears in general, black bear management, and the hunting of black bears; *West Virginia Residents' Opinions on Black Bears and Black Bear Hunting*; a telephone survey for the Cabinet Yaak Grizzly Bear Outreach Project to determine the behaviors and opinions of people within Lincoln and Sanders Counties regarding grizzly bears and grizzly bear recovery efforts in the Cabinet Mountains and Yaak Valley in Montana; a telephone survey of Maryland residents to determine their attitudes toward and opinions on black bear management in Maryland; and a study to assess public attitudes toward urban wildlife among residents of Phoenix and Tucson, Arizona.

Alison J. Lanier

Alison Lanier has worked as the Business Manager for more than a decade with Responsive Management and is familiar with all logistical aspects of survey research. Alison performs all administrative duties; maintains all databases, accounts, and payroll; and conducts business planning. In addition to her work as Business Manager, Alison has been directly involved in the development, implementation, and supervision of over 300 surveys. Alison also coordinates Responsive Management's focus group projects. Alison received her Bachelor's degree in international business from James Madison University.

Interviewers

Responsive Management maintains a full-service, state-of-the-art computer-assisted telephone and mail survey center with 50 professional interviewers who conduct surveys only on attitudes toward natural resource, wildlife management, and outdoor recreation issues. To ensure that the data collected are of the highest quality, the interviewers are trained through lectures, role-playing, and video training, according to the standards established by the Council of American Survey Research Organizations.

"I have really enjoyed working with you and your staff. Your assistance, assurances, and flexibility when the sample size increased just prior to initiating the survey was very much appreciated. As well as the extra ~300 interviews! I look forward to hopefully having additional projects with you in the future."

—M. Kathryn Knowlton, Georgia Department of Natural Resources, Coastal Resources Division

"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, The Conservation Fund

"Responsive Management is one of the most respected research firms in our industry."

—Gary Bogner, President, Safari Club International

SELECTED PUBLICATIONS

Duda, M. D., Jones, M. F., & Criscione, A. E. (2010). *The Sportsman's Voice: Hunting and Fishing in America*. State College, PA: Venture Publishing.

This book provides federal and state legislators, policy makers, fish and wildlife professionals and students, conservation organizations, and individual hunters and anglers with information on hunting and fishing, including statistical findings on trends, participation, and the economic importance of those activities. This book evolved from a project commissioned by the Congressional Sportsmen's Foundation. For the final publication, Responsive Management worked with more than 20 fish and wildlife agency professionals and not-for-profit groups who reviewed the preliminary draft of the book and offered their comments and feedback. Their suggestions were incorporated into the final draft of the book.

Duda, M. D., & Nobile, J. L. (2010). "The Fallacy of Online Surveys: No Data Are Better Than Bad Data." *Human Dimensions of Wildlife*, 15(1), 55-64.

Internet or online surveys have become attractive to fish and wildlife agencies as an economical way to measure constituents' opinions and attitudes on a variety of issues. Online surveys, however, can have several drawbacks that affect the scientific validity of the data. In this article, Responsive Management describes four basic problems that online surveys currently present to researchers and then discusses three research projects conducted in collaboration with state fish and wildlife agencies that illustrate these drawbacks. Each research project involved an online survey and/or a corresponding random telephone survey or non-response bias analysis. Systematic elimination of portions of the sample population in the online survey is demonstrated in each research project (i.e., the definition of bias). One research project involved a closed population, which enabled a direct comparison of telephone and online results with the total population.

Ryan, C.W., Edwards, J.W., and Duda, M.D. (2009). "West Virginia Residents Attitudes and Opinions Toward American Black Bear Hunting." *Ursus*, 20(2). 131-142.

This peer-reviewed journal article highlights the major findings of a 2006 study Responsive Management conducted in partnership with the West Virginia Division of Natural Resources. A total of 1,206 West Virginia residents 18 years old and older were surveyed for this study to determine their opinions on black bears, black bear management, and black bear hunting. The analysis included a crosstabulation by region and by hunter/non-hunter. The results were weighted so that the proportions of the sample among the counties matched the distribution of the population statewide and demonstrate the importance of considering regional and sociodemographic differences in public opinion when making bear management decisions and determining wildlife population objectives.

Duda, M. D., Jones, M. F., & Criscione, A. (2009). "Public Awareness and Credibility of Fish and Wildlife Agencies in the Northeastern United States." *Human Dimensions of Wildlife* 14(2), 142-44.

This findings abstract presents the results of a study commissioned Northeast Conservation Information and Education Association (NCIEA) to measure and examine public awareness and knowledge of fish and wildlife agencies and the public's attitudes toward the credibility of fish

and wildlife agencies in the northeastern United States. The study entailed a telephone survey of residents' attitudes toward and opinions on fish and wildlife management issues and the state's fish and wildlife agency in all 13 member states of the NCIEA: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Virginia, and West Virginia. The study consists of 13 separate state reports and a regional report of the cumulative results.

Inkley, D. B., Staudt, A. C., and Duda, M. D. (2009). "Imagining the Future: Humans, Wildlife, and Global Climate Change." In *Wildlife and Society: The Science of Human Dimension*, edited by Manfredo, M. J., Vaske, J. J., Brown, P. J., Decker, D. J., and E. A. Duke, 57-72. Washington: Island Press.

This book chapter discusses the impact of climate change on humans and wildlife. It begins with a discussion of climate change, its effects, and future implications for wildlife. The chapter also explores human attitudes on climate change and trends in public perceptions and views on global warming. It outlines several conservation actions and recommendations to help mitigate the effects of climate change on wildlife. Finally, this chapter stresses the value of human dimensions research in achieving these goals: human dimension researchers are challenged to identify what makes climate change a real concern for people and how to encourage people to take actions and change behaviors to reduce pollution to help minimize rapid climate change.

Duda, M. D., and Jones, M. F. (2008). "Public Opinion on and Attitudes Toward Hunting." Paper presented at the 73rd North American Wildlife and Natural Resources Conference, Phoenix, AZ, March 25-29, 2008. *Transactions of the 73rd North American Wildlife and Natural Resources Conference*. Washington: Wildlife Management Institute.

As debate over hunting in the United States continues, an objective analysis of public attitudes toward and opinions on legal hunting provides a fundamental context for any discourse on the controversy. Research indicates that most Americans support hunting in general; however, support for and opposition to hunting can vary dramatically based on numerous factors, including personal values and characteristics, attitudes toward hunters, attitudes toward animal welfare, the motivation for participating, and the species involved, to name a few. This paper discusses public opinion on and attitudes toward hunting and explores the characteristics that influence public opinion on hunting and hunting-related issues.

Responsive Management/NSSF. (2008). *The Future of Hunting and the Shooting Sports: Research-Based Recruitment and Retention Strategies*. Produced for the U.S. Fish and Wildlife Service under Grant Agreement CT-M-6-0. Harrisonburg, VA.

Responsive Management recently completed one of the largest studies on hunter recruitment and retention ever conducted. The study included a comprehensive literature review of past research; focus groups in diverse geographic areas of active hunters and shooters, lapsed hunters and shooters, non-hunters and non-shooters, and anti-hunters and anti-shooters; two nationwide telephone surveys with hunters and shooters and the general population; and final report, including actionable recommendation strategies. Currently, Responsive Management is working with the National Shooting Sports Foundation (NSSF), numerous state fish and wildlife agencies, conservation organizations, and industry on implementing the recommendations in this report. This report was the core of the 2008 Shooting Sports Summit and the impetus for

NSSF's *Task Force 20/20*. This task force was created to implement the strategic recommendations outlined in the report and develop an action plan to increase hunting and target shooting participation. Their goal is to increase both hunting and target shooting participation during the next five years. Based on recommendations in *The Future* report, *Task Force 20/20* has chosen several targeted areas of focus to increase hunter participation, recruitment, and retention: advancing youth shooting programs, tailoring products and services, addressing aging demographics, improving physical access and availability, and coordinating industry efforts.

Responsive Management. (2003). *Factors Related to Hunting and Fishing Participation Among the Nation's Youth*. Produced under Federal Aid in Sport Fish and Wildlife Restoration Grant Agreement 91400-01-0010. Harrisonburg, VA.

The future of hunting and fishing in the United States ultimately depends upon the commitment of future generations to these traditional fish and wildlife activities. The key to active participation in and commitment to hunting and fishing of future generations is fostering this commitment and participation among today's youth. The purpose of this study is to better understand the factors related to hunting and fishing initiation, participation, retention, and desertion among U.S. youth 8-18 years old. There are two major objectives of this study. The first objective is to identify the factors involved in the recruitment and retention of the nation's youth to hunting and fishing through primary and secondary research. The second objective is to recommend to the fish and wildlife management community programs and strategies that have the best chance of success in the recruitment and retention of the nation's youth in hunting and fishing participation based on the research findings.

Duda, M. D., Bissell, S. J., & Young, K. C. (1998). *Wildlife and the American Mind: Public Opinion on and Attitudes Toward Fish and Wildlife Management*. Produced under Federal Aid in Sport Fish and Wildlife Restoration Grant Agreement 14-48-0009-96-1230. Harrisonburg, VA: Responsive Management.

The success of the agency conservation efforts depends on striking a balance between its natural resources and its people. Not only is it important to manage the biological and ecological components of fish and wildlife and their habitat, but it is also crucial to understand the human dimension of those resources. Through the use of a variety of social science research methods, fish and wildlife agencies can monitor public opinion to measure agency efforts from the perspective of its constituents and to adjust planning and programs in response to these attitudes. This book was developed to address the human element of fish and wildlife management and its importance for successful fish and wildlife programs. It highlights the importance of utilizing human dimensions research and techniques to better understand and work with the public and agency constituents when making fish and wildlife management decisions. The use of human dimensions research to better understand the public served will, ultimately, enhance the management of agency resources and increase public support.

PROPOSED METHODOLOGY AND OVERALL APPROACH

The proposed telephone survey of West Virginia residents will quantify data regarding their opinions on and attitudes toward bears and bear management issues. Responsive Management will provide full consultation and facilitate all phases of the survey, including but not limited to, designing the survey instrument, pretesting the survey, meeting with WVDNR staff as necessary (via telephone conference call), coding the survey for use with the computer-assisted telephone interviewing system, training and supervising interviewers, collecting data, conducting statistical analysis, interpreting results, preparing a final written report, and providing all other administrative activities necessary to successfully complete the project.

TASK 1: CONVENE AN INITIAL PLANNING SESSION

This project will begin with an initial meeting between Responsive Management's project team and WVDNR representatives. Responsive Management envisions a collaborative partnership with the WVDNR that will involve internal staff throughout the entire research process. The initial meeting will offer an opportunity for everyone to review the research approach, to identify all of the issues that the overall approach addresses, and to determine any areas and issues that the study design does not adequately address. This initial meeting will also help confirm schedules, staff assigned to the project, and project requirements. In general, this meeting takes place via conference call and is designed to assist Responsive Management in generating an outline or list of topics and questions to be addressed by the telephone survey. At this point, Responsive Management will begin developing the survey questionnaire and will work cooperatively with WVDNR representatives via email and teleconference to design, develop, and finalize the survey instrument.

"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

TASK 2: DESIGN AND PRETEST SURVEY

Questionnaire Design and Pretesting

Responsive Management employs an interactive approach to survey design and implementation. Following the initial project meeting, Responsive Management will begin developing the survey questionnaire to assess residents' opinions on and attitudes toward bears and bear management issues. The final survey instrument will reflect the goals and objectives of the WVDNR, as well as Responsive Management's extensive past experience with natural resource, wildlife management, and outdoor recreation studies, and will incorporate modifications and revisions to the 2006 questionnaire; using the previous survey instrument as a foundation for survey design will ensure comparable data are collected for trends analysis. Changes will be made *only* to shorten the length of the survey, to improve survey design, to reduce respondent bias and burden, and/or to collect additional data; further, no revisions will be made to the questionnaire without taking into consideration the importance of obtaining comparable data for trends analysis and without prior approval of the WVDNR.

Responsive Management will work cooperatively with the Division via email and teleconference to modify or revise the survey instrument, as necessary. The survey will be designed to be completed by respondents in 5 minutes and may cover topics including, but not limited to, residents' values and perceptions regarding bears, opinions on and attitudes toward various bear management options, experience with bears and agricultural or residential property damage, attitudes toward bear hunting and bear habitat conservation, expectations for encountering and/or viewing bears, changes in outdoor recreation behaviors due to fear of wildlife encounters, and awareness of how to deal with bear encounters and conflicts.

Responsive Management ensures rigorous quality control efforts. Its surveys are subject to detailed in-house review by associate staff and professional interviewers prior to pretesting. Responsive Management's professional associates will review the questionnaire for content, format, question-flow, and computer-assisted telephone interviewing (CATI) adaptability. Responsive Management will provide any recommended modifications to the WVDNR based on their previous experience conducting similar surveys. Responsive Management's research associates will then computer code the survey for the CATI system, and its professional interviewers will complete an internal review of the questionnaire.

During Responsive Management's internal review of the questionnaire, each interviewer will complete the survey several times using many different answer sets to ensure the accuracy of phrasing, flow, and skip patterns. After completing an internal review, Responsive Management will pretest the survey instrument with a representative sample of West Virginia residents and recommend revisions based on pretest results. Responsive Management will submit a draft questionnaire and will work collaboratively with the WVDNR to develop additional questions or make revisions to the survey instrument as necessary to meet the goals and objectives of the study, based on pretest results. This design process will ensure that the survey instrument meets the exact needs of the WVDNR. Final approval of the methodology and survey instrument will be obtained from the WVDNR prior to survey implementation.

TASK 3: ADMINISTER TELEPHONE SURVEY

Sample Size and Selection

As per the requirements outlined in the RFQ, Responsive Management proposes to complete 2,400 telephone interviews with West Virginia residents, age 18 years old and older. The sample will be stratified regionally among each of the state's 20 regions: Responsive Management will obtain 120 completed telephone surveys in each region (i.e., a total of 2,400 surveys). The sampling frame will be designed to ensure a 95% level of confidence and a sampling error that will not exceed plus or minus 2.00 percentage points for the total population of West Virginia residents 18 years old and older, statewide.² Responsive Management will develop a stratified sample for the 20 regions to ensure that the proportions of the sample in each area reflects U.S. Census Bureau population densities and demographic characteristics, thereby further ensuring the representativeness of the sample.

For this study, Responsive Management will use random digit dialing (RDD) to collect data representative of the general population and to ensure that each state resident has an equal chance of being selected, in accordance with the standard telephone survey methodology guidelines established by Dillman (2007).³ The RDD telephone survey methodology is the best and most accurate methodology available and is used for many purposes, including political polling, where accurate survey results are subject to "verification." Random selection of a sample from the state's general population, ages 18 and older, will be obtained from Survey Sampling International (SSI), an established global sample provider.

In the United States, the use of cellular telephones as the only telecommunications device has increased dramatically. As a result, research firms that do not conduct telephone surveys using both landline and cellular telephone numbers may obtain biased or skewed results, particularly for certain demographic groups. For this reason, Responsive Management conducts telephone surveys using landline and cellular telephone numbers. By doing so, Responsive Management is able to reach elusive populations, including young adults, singles, and mobile-only households, further ensuring the representativeness of the sample population.

To further ensure the representativeness of the sample, post-stratification (Pedhazur & Schmelkin, 1991)⁴ will also be used to ensure appropriate weighting of the results during the data analysis phase. Although the sample will be obtained with the intent of obtaining the most representative results, weighting will be used after data collection to ensure the results are representative of the socioeconomic and demographic characteristics of subgroups within the population for each region. During data analysis, results will be weighted so that the proportions of the sample among regions match the distribution of the population statewide.

Questionnaire Programming Language

The accuracy and quality of input is vital to providing scientifically defensible survey research. For this reason, Responsive Management will conduct telephone interviews using Questionnaire

² The sampling error is based on population estimates for West Virginia residents 18 years old and older, totaling 1,465,576. Responsive Management proposes to complete 2,400 interviews with West Virginia residents 18 years old and older to achieve a sampling error of +/-2.00% statewide (U.S. Census Bureau, 2010.)

³ Dillman, D.A. (2007). *Mail and Internet Surveys: The Tailored Design Method*. New York: John Wiley & Sons.

⁴ Pedhazur, E.J. and L.P. Schmelkin. (1991). *Measurement, design, and analysis: An integrated approach*. New York: Psychology Press.

Programming Language (QPL), which is a comprehensive system for computer-assisted telephone interviewing (CATI) that provides complete capabilities for designing, administering, and managing telephone-based research operations. Using this program will enhance the flow of data entry by eliminating unnecessary questions (e.g., follow-up questions will only be shown for questions that apply). 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. Any respondent-specific data provided can be programmed to appear to the interviewer as part of the text of any question or as a branching control or skip pattern.

Because Responsive Management uses CATI software for telephone interviews and data entry, it is very familiar with questionnaire design that requires complex skip logic and branching patterns and will ensure accurate survey design and QPL coding. Although the QPL system automates the telephone survey process and data entry, it *is not* an automated system: a live, professionally-trained interviewer will conduct the surveys with respondents and enter the data into the QPL system as the interview is conducted, thereby ensuring the accuracy and instantaneous availability of data. Survey data will be entered into the computer as the interview is being conducted, thereby eliminating any potential subsequent data-entry errors. Additionally, QPL can automatically check data upon entry for inconsistencies to ensure the integrity of data collection.

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 natural resources and outdoor recreation, working under the close supervision of the Responsive Management professional staff. Because Responsive Management specializes in researching public opinion on natural resource issues, 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, the interviewers are trained through lectures, role-playing, and video training, according to the standards established by the Council of American Survey Research Organizations. The Survey Center Manager will conduct in-depth project briefings with the interviewing staff prior to their work on this study. Interviewers will be instructed on survey goals and objectives, the type of study, handling of survey questions, interview length, termination points and qualifiers for participation, reading of interviewer instructions, reading of the survey, reviewing of skip patterns, and probing and clarifying techniques necessary for specific questions on the survey.

Through use of the CATI 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 Manager and/or statisticians will check each completed survey to check for clarity, completeness, and format. The Survey Center Manager will also monitor the telephone workstations without the interviewers' knowledge of which interviews will be monitored, thereby allowing the Survey Center Manager to maintain strict quality control over the data collection process.

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.

Response Rates

Responsive Management's method for calculating response rates will be as follows: Response rate will be calculated by dividing the number of completed interviews by the number of all eligible telephone numbers. An eligible number 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 for this study. Therefore, the only numbers not included in the response rate are business or government office numbers, deaf/language-barrier calls (languages other than English or Spanish), non-eligible respondents, and bad or disconnected numbers. Responsive Management does not "double screen" its respondents (i.e., calling 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).

"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

"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.

TASK 4: ANALYZE SURVEY RESULTS

Analysis of Survey

All survey data will be processed and analyzed using SPSS for Windows software and proprietary software developed by Responsive Management. Data processing and analysis will include coding, preparation of straight tabulations, and preparation of study printouts. Responsive Management can also create graphs showing differences among regions within West Virginia. All data will be available in both hard copy and electronically in SPSS or Excel formats.

Responsive Management can provide a wide variety of statistical methods for this study. Descriptive analyses can be used to examine the characteristics of the samples, while inferential statistics will be used to project these analyses to make statements about the populations as a whole, where applicable. Nonparametric analyses can be performed on data that are entirely categorical (e.g., gender) or entirely ordinal (i.e., increasing levels of support of a statement), and parametric analyses can be performed on interval data (e.g., age). Univariate procedures examine relationships and differences among individuals on a single characteristic. Multivariate procedures 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 are described and summarized in graphs and tables. The exact method to be 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 will be summarized as percents and sometimes in the form of measures of central tendency using medians. Interval data will be summarized in the form of central tendency using the mean.

The second stage of analysis will be the inferential analysis. This stage will analyze 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 questions are best answered 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 nonparametric, and whether the analysis is univariate or multivariate. In special cases, unique or less common analyses will be applied to clarify results that are otherwise difficult to interpret.

Statistical analyses identify significant findings. Survey results will be analyzed to obtain descriptive statistics as well as to examine relationships among variables. When crosstabulations of survey results are run, Pearson chi-square significance values will be used to confirm whether the relationship occurred by chance, using the formula below (Vaske, 2008)⁵:

⁵ Vaske, J.J. (2008). *Survey research and analysis: Applications in parks, recreation and human dimensions*. State College, Pennsylvania: Venture Publishing, Inc.

Chi-Square Formula

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

where: f_o represents the observed frequency in each cell
 f_e represents the expected frequency for each cell

P-values will be calculated to determine the statistical significance of the relationship between variables. If the p -value is .05 or less, there is a 95% chance that the relationship did not occur by chance, meaning that if the survey were conducted 100 times on different samples that were selected in the same way, the findings of 95 out of the 100 surveys would fall within the sampling error range. Sampling errors will be calculated using the following formula.

Sampling Error Equation:

$$B = \left(\sqrt{\frac{\frac{N_p(.25)}{N_s} - .25}{N_p - 1}} \right) (1.96)$$

Where: B = maximum sampling error (as decimal)
 N_p = population size (i.e., total number who could be surveyed)
 N_s = sample size (i.e., total number of respondents surveyed)

Derived from formula: p. 206 in Dillman, D. A. 2000. *Mail and Internet Surveys*. John Wiley & Sons, NY.

Note: This is a simplified version of the formula that calculates the maximum sampling error using a 50:50 split (the most conservative calculation because a 50:50 split would give maximum variation).

The graphs that follow are examples of Responsive Management's presentation of data analyses and survey results taken from *Pennsylvania Residents' Opinions on and Attitudes Toward Black Bears*. This study was conducted for the Pennsylvania Game Commission (the Commission) to determine Pennsylvanians' opinions on black bears in general, black bear management, and the hunting of black bears. The study sought to obtain data for individual Wildlife Management Units (WMUs) within Pennsylvania, as well as regional data, with each region consisting of several WMUs. In this study, Responsive Management's research team integrated geographic information system (GIS) data with census block group data so that a statistically valid study sample of Pennsylvania residents age 18 and older could be drawn based on Pennsylvania's wildlife management units (WMUs). This methodology helped state wildlife professionals to more effectively manage the species by integrating findings regarding public opinion and knowledge with the goals of the state's Black Bear Management Plan on a per-WMU basis. There are 22 WMUs in Pennsylvania, and for this study they were grouped into 5 regions: Western, North Central, South Central, Northeastern, and Southeastern. These regions were created for this study alone and have no relation to the PGC's administrative regions.

Information on a per-WMU basis was obtained for all but the Western and Southeastern Regions, which have lower bear densities than the other regions and therefore were of slightly less importance to the study; for these two regions, information was obtained at the regional level. For the remaining WMUs, the sample size was large enough that comparing results

between WMUs was possible. One major finding of the study was that 59% of Pennsylvania residents—hunters and non-hunters alike—think that the black bear population in their county should remain the same. At least 50% of residents in each WMU want bear populations to stay the same. In some WMUs, however, that percentage was only at or slightly above 50% (WMUs 2F, 2G, and 3A), whereas in others it exceeded 60% (WMUs 3D, 4C, and 4E). Regarding levels of opposition to a stable black bear population, results among the WMUs were similar, but residents wanted opposite outcomes depending on the WMU in which they lived. For example, WMUs 2G and 4B both had about 43% opposition to the stable population. Those opposed in WMU 2G, in the center of Pennsylvania's black bear range, tended to want a smaller population; those opposed in WMU 4B, on the periphery of Pennsylvania's black bear range, tended to want a larger population. These results are depicted in the graphs on the following pages.

"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 is his entire staff. We can recommend Responsive Management in the highest possible terms."

—Dick Lattimer, President/CEO (former), The Archery Manufacturers & Merchants Organization

"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, [Responsive Management] 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."

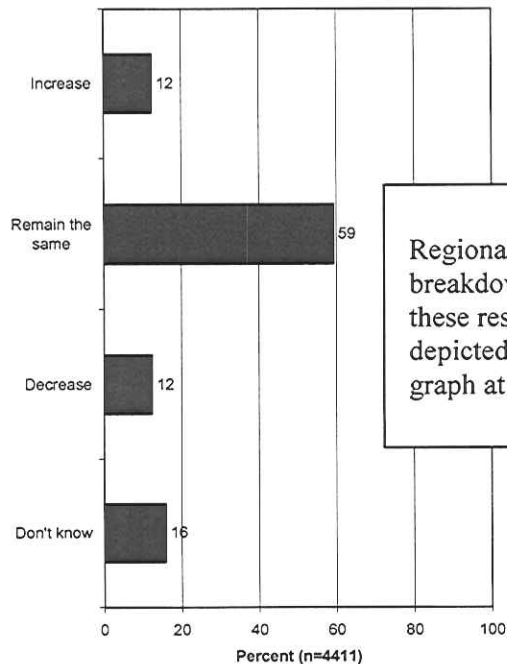
—Peter J. Dart, (Former) President and CEO, Rocky Mountain Elk Foundation

"Thanks very much for the extra fast delivery of the final reports. It appears to be another great product. Our meeting is later this week, so we are now in great shape in terms of survey distribution. Thanks again for your fine attention to detail, and extraordinary efforts to accommodate our interests and concerns I look forward to crossing paths with you on future projects, and to adding a third year to our survey trend data in 2014!"

—Mark Ellingwood, New Hampshire Fish and Game Department

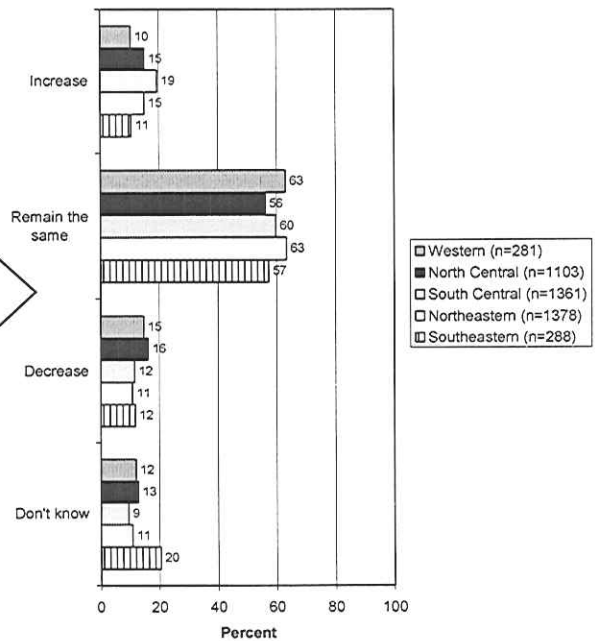
Sample Presentation of Data

Q9. In your opinion, should the black bear population in the county where you live increase, remain the same, or decrease?
(Statewide)

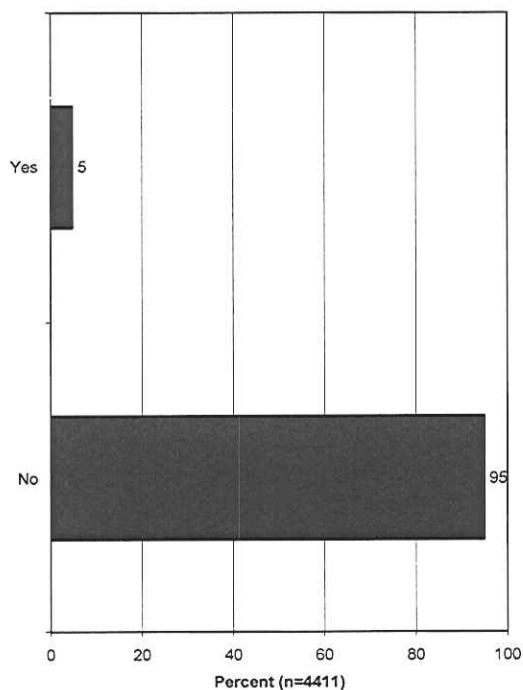


Regional breakdowns of these results are depicted in the graph at right.

Q9. In your opinion, should the black bear population in the county where you live increase, remain the same, or decrease?
(Statewide)



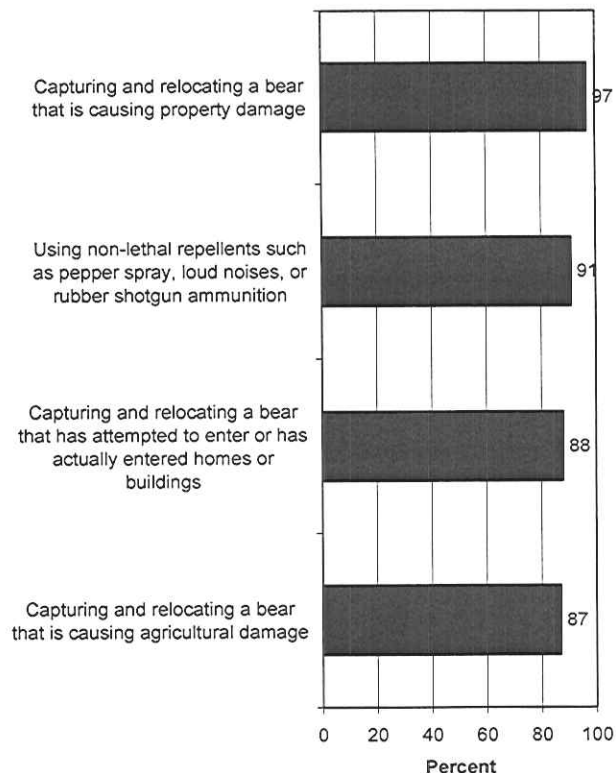
Q28. Have you personally had any problems or property damage at your primary home caused by black bears within the past 2 years?
(Statewide)



The survey also asked about nuisance bears: 5% of Pennsylvania residents have had property damage and/or other problems with black bears at their primary home within the past 2 years.

The survey also asked four questions about residents' support or opposition to non-lethal ways (and in which situations) to control nuisance black bears. For each method/situation to control nuisance black bears, a large majority support it. The most support is for capturing and relocating a bear that is causing property damage (97% support). There is also overwhelming support for using non-lethal repellents (e.g., pepper spray, rubber ammunition) (91%), capturing and relocating a bear that has attempted to enter or has actually entered a building (88%), and capturing and relocating a bear that has caused agricultural damage (87%). Note that most support is *strong* support (in fact, for each, a large majority *strongly* support, ranging from 65% to 84%).

Percent who strongly or moderately support having the Game Commission use the following option in addressing nuisance black bear:



Regional Analysis

Responsive Management also routinely presents data by regional breakdown. In fact, some regional results were presented in the aforementioned study conducted in Pennsylvania. As additional examples, the following graphs of regional analyses were taken from *West Virginia Residents' Opinions on Black Bears and Black Bear Hunting*. This study was conducted by Responsive Management for the West Virginia Division of Natural Resources (WVDNR) to determine West Virginia residents' opinions on black bears and the black bear population in West Virginia, attitudes toward nuisance bears and black bear management strategies, and participation in bear hunting and hunting with dogs.

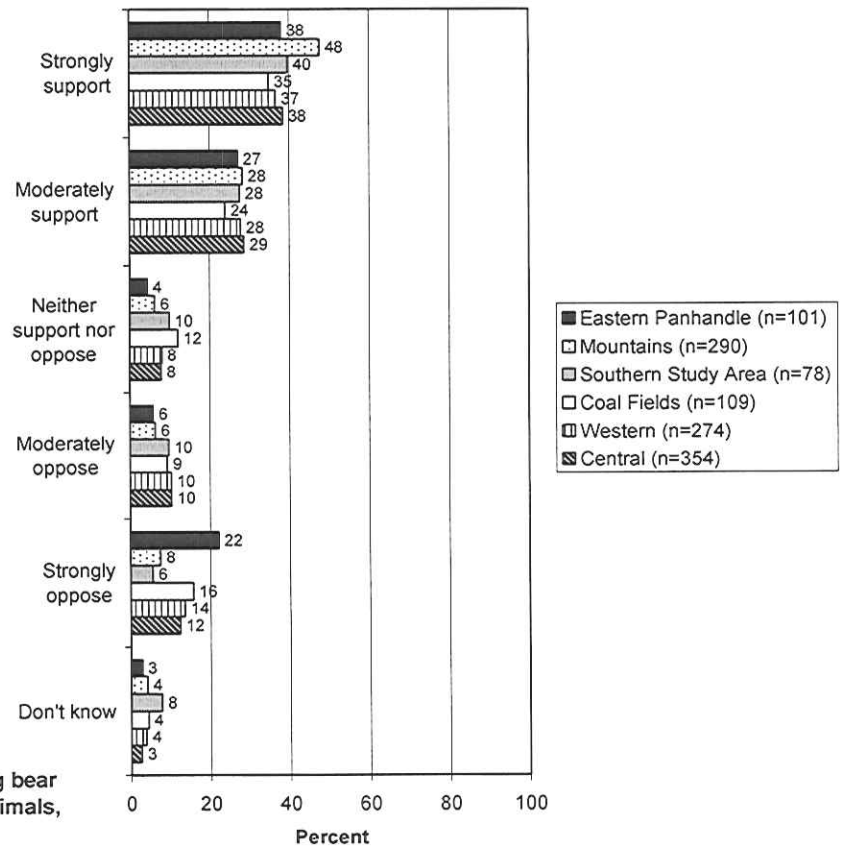
Post-stratification (Pedhazur and Schmelkin, 1991)⁶ was used to ensure appropriate weighting of the results during the data analysis phase. For data analysis, researchers divided the state into 6 regions. Criteria used for regional segmentation include human population densities, professional opinions of WVDNR biologists, traditional hunting methods, and black bear harvests. Results were analyzed on statewide, regional, and hunter vs. non-hunter basis. During data analysis, results were weighted so that the proportions of the sample among the counties matched the distribution of the population statewide.

⁶ Pedhazur, E.J. and L.P. Schmelkin. (1991). *Measurement, design, and analysis: An integrated approach*. New York: Psychology Press.

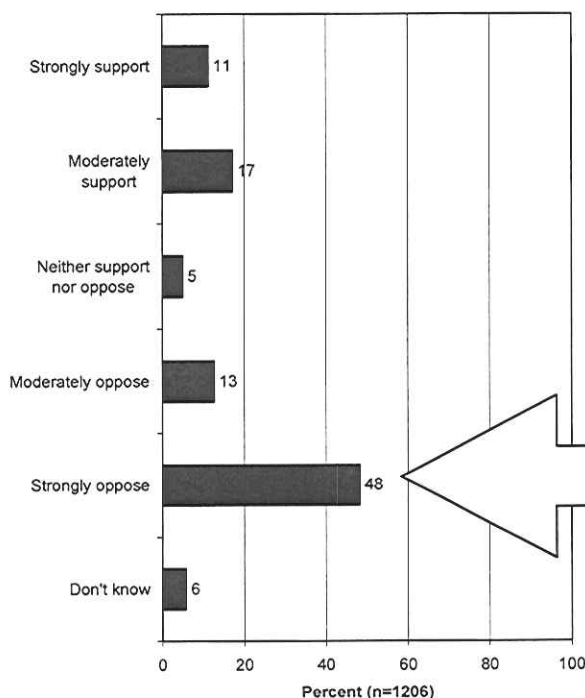
Sample Presentation of Data Breakdown by Region

According to study results, support (66%) far exceeds opposition (21%) to regulated hunting of black bears in West Virginia. As depicted in the graph at right, the most support for regulated hunting of black bears in West Virginia at a statewide level is in the Mountains Region; the most opposition is in the Eastern Panhandle Region. In looking at support or opposition in the respondent's county, the most support for hunting black bears is in the Mountains Region, while the most opposition is in the Coal Fields Region.

Q28. Do you support or oppose the regulated hunting of black bears in West Virginia?

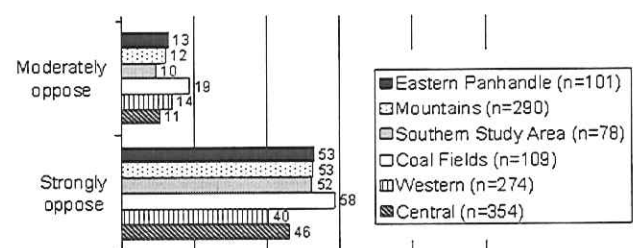


Q47. Would you support or oppose allowing bear hunters to train dogs, without harvesting animals, year-round?



Opposition (61%) far exceeds support (28%) for allowing bear hunters to train dogs, without harvesting animals, year-round, with most opposition being *strong* opposition. Although a majority of residents in each region oppose allowing bear hunters to train dogs year-round, the most opposition, by far, is in the Coal Fields Region.

Regional Snapshot of Opposition



Nonparametric Analysis (Z-Scores) to Assess Differences Among Responses by Demographic, Geographic, and Attitudinal Characteristics

For this study, Responsive Management can also run a z-score analysis. Nonparametric analyses are invaluable for identifying subgroups within the population that have particular opinions. Nonparametric analyses allow for targeted planning and messaging in the development of strategies for implementing efforts to communicate with and meet the needs of West Virginia residents based on specific opinions, interests, or characteristics of a particular subgroup within the study population.

A nonparametric analysis will examine how various responses relate to demographic, geographic, and attitudinal characteristics. Responses for nearly all questions will be tested by means of “z-scores” for relationships to all other responses. Responsive Management has developed proprietary software that allows nonparametric analyses to be run on *all* questions based on *all* available demographic, geographic, and attitudinal characteristic variables. No other research firm can provide this extensive level of statistical analysis on all the variables within the study. In short, Responsive Management’s method unites 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” crosstabulations on all variables that compare percentages but do not take the additional step to determine if these crosstabulations are *statistically significant* or 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 very small. 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 and a large difference affecting few respondents to 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. The z-scores will be calculated as shown in the formula that follows (Sheskin, 2000).⁷

⁷ Sheskin, David J. (2000). *Handbook of Parametric and Nonparametric Statistical Procedures*, 2nd Edition Boca Raton, FL: Chapman & Hall/CRC.

Z-Score Formula

where:

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

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 Π_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 Π_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.

The importance of a nonparametric analysis is that it allows for the identification of highly targeted populations based on demographic and attitudinal characteristics. Below is an example z-score table from *Public Attitudes Toward Black Bear Management in Maryland*. The z-score analysis provides information regarding Maryland residents' opinions on the black bear population. This tabulation shows the characteristics (i.e., responses to other questions) that are positively correlated with those respondents who indicated that the black bear population in the State of Maryland is at about the right level. The following explains how to read a z-score table.

The z-scores determine the strength of the relationship between the characteristic and the response to the question. A z-score that has an absolute value of 3.30 or greater indicates that the relationship is so strong that it would happen by chance only 1 out of 1,000 times ($p \leq 0.001$). A z-score that has an absolute value of 2.58 to 3.29 indicates that the relationship is so strong that it would happen by chance only 1 out of 100 times ($p \leq 0.01$). Finally, a z-score that has an absolute value of 1.96 to 2.57 indicates that the relationship is so strong that it would happen by chance only 5 out of 100 times ($p \leq 0.05$). Note that the strongest positive statistically significant correlations are at the top of the table, with the positive correlations getting weaker as one moves down the table (nonetheless, all variables in the table are statistically significant). The significance level is shown for each variable.

In the example below, respondents who think the Maryland DNR has done an excellent or good job of managing black bears in Maryland ($p \leq 0.001$) 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 ($p \leq 0.001$) and respondents who are 47 years old or older ($p \leq 0.01$) were statistically more likely to think the black bear population in Maryland is about the right level. This does not mean, however, that respondents with a lower household income or those younger than 47 do not believe that the black bear population is at the right level, just that affluent residents age 47 and above were more likely to have given this response. These rows are in bold in the table below.

Sample Z-Score Tabulation

Thinks the black bear population in MD is about the right level	Z-SCORE
Thinks the black bear population in their county is about the right level.	$p \leq 0.001$
Thinks the MD DNR has done an excellent or good job of managing black bears in MD.	$p \leq 0.001$
Thinks black bears are abundant or common in MD today.	$p \leq 0.001$
Household income is over \$80,000.	$p \leq 0.001$
Estimate of number of black bears currently living in MD is at or above median (500).	$p \leq 0.001$
Gets their information about black bears from the DNR Website.	$p \leq 0.001$
Gets their information about black bears from e-mail.	$p \leq 0.001$
Gets their information about black bears from other state government offices.	$p \leq 0.001$
Number of times encountered a black bear in the wild in MD is below median (1).	$p \leq 0.001$
Disagrees that property owners should be compensated for damages to livestock caused by black bears.	$p \leq 0.01$
Gets their information about black bears from the Internet (not including DNR Website).	$p \leq 0.01$
Is at median age or over (47).	$p \leq 0.01$
Agrees that there is no need for black bears in MD.	$p \leq 0.01$
Thinks the money for compensation should come from wildlife violation fines.	$p \leq 0.01$
Agrees that black bears in MD are dangerous to humans.	$p \leq 0.01$
Thinks black bears were rare or extinct in MD before settlers came to the area in the 1600s.	$p \leq 0.01$
Supports MD DNR sharpshooters killing black bears to control populations.	$p \leq 0.01$
Opposes the DNR using repellents for black bears that cause damage to livestock or pets.	$p \leq 0.01$
Knows a great deal or moderate amount about black bears in MD.	$p \leq 0.01$
Supports regulated hunting of black bears because thinks black bears threaten human safety.	$p \leq 0.01$
Neither supports nor opposes allowing private citizens without depredation permits to kill bears that are causing damage to personal property or crops.	$p \leq 0.01$
Thinks DNR (excluding the Wildlife and Heritage Service) is the most credible source of information on black bears in Maryland.	$p \leq 0.05$
Agrees that black bears will kill many livestock and pets in MD.	$p \leq 0.05$
Supports regulated hunting of black bears because thinks license sales should help fund compensation for black bear damage.	$p \leq 0.05$
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.	$p \leq 0.05$
Disagrees that black bears will enter into populated areas in MD.	$p \leq 0.05$
Thinks a reasonable fee for a Maryland resident to have the opportunity to hunt black bear in Maryland is at or above median (75).	$p \leq 0.05$
Thinks the SPCA/Humane Society is the most credible source of information on black bears in Maryland.	$p \leq 0.05$
Is Asian or Pacific Islander.	$p \leq 0.05$
Was hiking when saw the black bear.	$p \leq 0.05$
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.	$p \leq 0.05$
Was biking when saw the black bear.	$p \leq 0.05$
Opposes allowing the black bear population to expand naturally into other parts of MD.	$p \leq 0.05$
Thinks black bears are found statewide.	$p \leq 0.05$
Opposes regulated hunting as a way to control black bear populations in MD.	$p \leq 0.05$
Opposes expanding black bear populations into other parts of MD through relocation into acceptable habitats.	$p \leq 0.05$
INSIGNIFICANT AND NEGATIVE Z-SCORES OMITTED	

The importance of a nonparametric analysis is that it allows for the identification of highly targeted populations based on demographic and attitudinal characteristics. For this project, z-scores can be used to identify the characteristics of certain subgroups within the population and provide a better understanding of their opinions on bears and various bear management efforts. This information will also be useful in assisting the WVDNR in providing targeted messaging, communications, and outreach strategies to help maximize the benefits and minimize conflicts with wildlife species in West Virginia. No other research firm can provide this extensive level of statistical analysis on all the variables within the study. In short, Responsive Management's method unites 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.

"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 [name withheld]. 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, Wyoming Game and Fish Department

TASK 5: PREPARE FINAL REPORT

Responsive Management will provide a detailed report outlining the results of the study designed to assess residents' opinions on and attitudes toward bears and bear management issues.

Specifically, this study will be designed to achieve the following goals:

- **Bear Populations and Habitat.** Determine West Virginia residents' knowledge of and awareness regarding bear populations and habitat as well as regional differences.
- **Levels of Tolerance.** Assist the agency in determining the "cultural carrying capacity" for bear populations at the regional level by examining public perceptions of acceptable levels of encounters and risks.
- **Human-Bear Conflicts.** Determine residents' experiences with bear-human conflict and nuisance issues, such as property damage, crop damage, and vehicle collisions.
- **Regional and Demographic Differences.** This survey will be designed to ensure meaningful results at statewide and regional levels. Results will be examined based on several geographic and demographic factors, including place of residence (results will be stratified geographically), participation in outdoor activities, such as hunting, gender, age, etc.

This survey will be designed to update some of the findings of the 2006 survey and analyze trends in public attitudes toward bear and bear management issues in the state. As requested in the RFQ, this survey requires greater resolution of the results to show representative data at the regional level; therefore, although results must be representative of residents statewide, data must also be representative of the state's 20 regions.

The final report will begin with an executive summary with a "bullet" narrative of key findings and a brief description of methodology. Following the executive summary, the final report will include an introduction; detailed survey methodology, including a discussion of data analysis and statistical procedures; a tabular data report, including survey graphs and tables; statistical regional differences; crosstabulations; statistical significance levels for crosstabulations; trends analysis; and analyses and interpretations of "other" or open-ended survey questions. In addition to the written report, all data will be available in hard copy or on CD in SPSS or Excel format.

"Mark Duda, Executive Director of RM, 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

SCHEDULE FOR DELIVERABLES

Task	Deadline
Task 1: Convene an Initial Planning Session. For this project, Responsive Management will meet with the WVDNR initially to set the parameters for research design and development and also to obtain a better understanding of the goals for survey data collection and analysis. In general, this meeting takes place via conference call and is designed to assist Responsive Management in generating an outline or list of additional topics to be included in the survey.	Immediately upon award
Task 2: Develop and Pretest Surveys. Responsive Management will plan, design, and computer code the surveys to assess West Virginia residents' opinions on and attitudes toward bears and bear management issues. The final survey will be based on the 2006 study to ensure comparable data are collected for trends analysis. The survey will be designed to be completed in 5 minutes.	Mid-March 2012
Task 3: Administer Survey. Responsive Management will conduct a telephone survey of West Virginia residents, age 18 and older, to obtain 2,400 completed surveys. The survey sample will be stratified among 20 regional units in the state and Responsive Management will obtain a minimum of 120 completed surveys for each region to ensure representative results at the regional level.	Mid-April 2012
Task 4: Analyze Data. Responsive Management will fully analyze data and interpret findings. Data processing and analysis will include coding, preparation of straight tabulations, computer processing with crosstabulations, and preparation of study printouts. Data analysis will include breakdowns among 20 regional units in the state as well as a nonparametric analysis to determine statistically significant differences among regions, participation in specific activities, and demographic characteristics, such as age and gender.	Mid-May 2012
Task 5: Prepare Final Report. Responsive Management will provide paper and electronic copies of the final survey report. For the final report, Responsive Management create graphs to correspond to each question for easy review and visual display of survey data and prepare a final report on the results of the study. The final report will include an analysis of overall findings, regional breakdowns, and nonparametric (z-scores) analysis.	End of May 2012

COST BREAKDOWN

For this study, Responsive Management will conduct a telephone survey of West Virginia residents, age 18 and older, to obtain 2,400 completed surveys. The survey sample will be stratified among 20 regional units in the state and Responsive Management will obtain a minimum of 120 completed surveys for each region to ensure representative results at the regional level.

The sampling frame will be designed to ensure a 95% level of confidence and a sampling error that will not exceed plus or minus 2.00 percentage points for the total population of West Virginia residents 18 years old and older, statewide.⁸ Responsive Management will develop a stratified sample for the 20 regions to ensure that the proportions of the sample in each area reflects U.S. Census Bureau population densities and demographic characteristics, thereby further ensuring the representativeness of the sample.

The cost for the telephone survey, analysis, and the writing of the final report for the WVDNR is as follows:

TASKS	COSTS*
Task 1: Convene an Initial Planning Session	\$1,200.00
Task 2: Develop and Pretest Survey	\$4,300.00
Task 3: Administer Survey	\$30,300.00
Task 4: Analyze Survey Results	\$5,900.00
Task 5: Prepare Final Report	\$3,300.00
Total Cost	\$45,000.00

*Please note that our cost breakdowns include GSA-approved Responsive Management services through the General Service's Administration (GSA) Federal Supply Schedules program by using the Mission Oriented Business Integrated Services (MOBIS) Schedule. GSA established this Federal Supply Schedule to create an expedited procurement process by pre-qualifying contractors that provide professional management services. Based on GSA rates, rates used in cost calculations include all associated direct costs and indirect costs including wages, telephone charges, printing, prepaid insurance, and all standard overhead charges.

"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, U.S. Department of the Interior

⁸ The sampling error is based on population estimates for West Virginia residents 18 years old and older, totaling 1,465,576. Responsive Management proposes to complete 2,400 interviews with West Virginia residents 18 years old and older to achieve a sampling error of +/-2.00% statewide (U.S. Census Bureau, 2010.)

CLIENT COMMENTS

We looked over the Kansas Threatened and Endangered Species Survey report and could not find anything else we needed or that needed further clarification. It was thorough, timely, and well-done...We had feared that with the poor economy that support for this program had eroded over the last 20 years but that is apparently not the case. If legislators target our regulatory program for deregulation, we can certainly give them pause with this report.

We are certainly appreciative of the professionalism and expediency of Responsive Management.

-Edwin Miller, Endangered Species Program Coordinator, Kansas Department of Wildlife and Parks

I am writing on behalf of USDA, APHIS, Wildlife Services National Rabies Management Program (NRMP) to express my appreciation for the exceptional job Michael Fraidenburg and Responsive Management did in helping us to organize and facilitate a modified Delphi decision-making process involving a panel of 15 experts from the U.S. and Canada. Like the company name, Mike was responsive to our changing needs in real time and was able to help us meet our objectives of reaching consensus on key wildlife rabies ecology and management questions critical to ongoing economic modeling research. I was impressed by both the professionalism and enthusiasm Mike brought to the various stages of the process including the planning, implementation and final summary report writing. Responsive Management provided consulting services in our requested time frame and made sure we got what we needed when we needed it. Simply put, our experience working with Mike and Responsive Management was excellent and far exceeded our expectations. Thank you!

-Richard B. Chipman, Certified Wildlife Biologist, Assistant Coordinator, National Rabies Management Program, USDA, APHIS, Wildlife Services

I have really enjoyed working with you and your staff. Your assistance, assurances, and flexibility when the sample size increased just prior to initiating the survey was very much appreciated. As well as the extra ~300 interviews! I look forward to hopefully having additional projects with you in the future.

-M. Kathryn Knowlton, Georgian Department of Natural Resources, Coastal Resources Division

I also wanted to extend my thanks—albeit belated—for a great job with a task that at times might have seemed amorphous. The process worked and wouldn't have without your talent, experience, and expertise.

-Dennis Slate, National Rabies Management Coordinator, U.S. Department of Agriculture, Animal and Plant Health Inspection Service (APHIS)

[T]he information you provided is exactly what we were looking for. Thank you for the more detailed insights to certain survey responses and analyzing the data by level of avidity for the specified outdoor recreation activities. This information is useful in assessing how well current Department programs are meeting the broader needs of these stakeholders.

-Stephen Perry, Chief of Inland Fisheries Division, New Hampshire Fish and Game Department

Thanks again for all of your work on the statewide litter attitudes survey for Georgia and for participating in the Governor's Land Summit The campaign created exactly the buzz that we were after! . . . Your research certainly paved the way for us to launch the new "Litter. It Costs You" campaign. I have given several presentations on the development of the campaign in recent weeks that highlights decisions that were made to select the logo and tag line based on both the telephone survey and focus groups. Time and again, I have had people praise our thorough process and science-based decision-making In short, we're off to a great start, thanks to the foundation that you helped us set. I appreciate your guidance and input on this project from the outset and look forward to measuring our progress 12 to 18 months from now The work that Responsive Management has done for Georgia is

extremely valuable and has staying power. In recent weeks, I've paged through not only the litter attitudes survey, but also the DNR strategic planning survey and the water messaging survey as well. They are amazing resources for us to have at our fingertips, and I don't know how any agency can make natural resources decisions without having a solid understanding of the human factor Please pass along our appreciation to Alison, Steve, Peter and the rest of the Responsive Management team.

-Beth Brown, Special Assistant to the Commissioner, Georgia Department of Natural Resources

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, PhD, Associate Department Head and Associate Professor of Fisheries and Wildlife, Virginia Tech

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 RM of our survey instrument and subsequent endorsement provided a degree of credibility needed for this publicly 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

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

I want to take this opportunity to express my thanks for your outstanding work This is a very fine report that has already proven 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 . . . 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, (Former) Commissioner, Vermont Department of Fish and Wildlife (currently Executive Director for the Association of Fish and Wildlife Agencies)

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, National Oceanic and Atmospheric Administration

I would just like to take this quick opportunity to thank you and your staff on the tremendous work you recently completed for the West Virginia Division of Natural Resources. All too often we lack important human dimensions work in wildlife management decisions and focus only on biological data. I believe wildlife management decisions should be based on solid biological data; however, I also believe

that we must use essential human dimensions work and public opinion to come up with the best management strategy. The survey of *West Virginia Residents' Opinions on Black Bears and Black Bear Hunting* that Responsive Management conducted for the West Virginia DNR was just the kind of information that we were so desperately lacking.

The report that Responsive Management supplied us with was very comprehensive, and the cross-tabulations supplied additional insight that may have otherwise gone undetected. The additional analysis that you and your staff did . . . was above and beyond the call of duty and demonstrated the kind of expertise and caring attitude that your staff has about our natural resources. It also helped to demonstrate that while this survey was conducted on all residents of West Virginia, your staff was able to identify our target audience very effectively and supplied us with the best possible data to make management recommendations.

-Dr. Chris Ryan, Black Bear Project Leader, West Virginia Division of Natural Resources

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

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 [name withheld]. 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, Wyoming Game and Fish Department

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

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 . . . , 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 Bachelor, Birding Trail Coordinator, North Carolina Wildlife Resources Commission

Thanks very much for the extra fast delivery of the final reports. It appears to be another great product. Our meeting is later this week, so we are now in great shape in terms of survey distribution. Thanks again for your fine attention to detail, and extraordinary efforts to accommodate our interests and concerns I look forward to crossing paths with you on future projects, and to adding a third year to our survey trend data in 2014!

-Mark Ellingwood, New Hampshire Fish and Game Department

Responsive Management is one of the most respected research firms in our industry.

-Gary Bogner, President, 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

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 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 is his entire staff. We can recommend Responsive Management in the highest possible terms.

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

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, [Responsive Management] 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, President and CEO, Rocky Mountain Elk Foundation

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

The extensive *Future of Fishing* study conducted by Responsive Management provided the basis for the formation of RBFF and was the impetus for the strategies we employed to increase fishing participation. Sound research provides a firm foundation on which to grow, and RBFF's successful programs and marketing efforts would not have been possible without it.

-Bruce Matthews, Former President, Recreational Boating and Fishing Foundation

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

Mark Duda, Executive Director of RM, 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

This is just a short note to thank you . . . for the outstanding service you provided in the recent survey effort. You delivered a product that precisely fits 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, (Former) Assistant Secretary, Kansas Department of Wildlife & Parks (currently with The Nature Conservancy)

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, U.S. Department of the Interior

The Marketing Workshop led by Mark Damian 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, 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.

-Recreational Fisheries Branch, British Columbia Ministry of Environment

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

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

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

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, (Retired) Executive Director, Pennsylvania Fish & Boat Commission

Over the past years, the Potomac Valley Chapter of Ducks Unlimited has 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 18th 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

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 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-effective 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

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

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, Chair, Department of Parks, Recreation, and Tourism Management, Clemson University

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 Department, Inland Fisheries Division

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. ... 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

On behalf of the staff of our Department, I would like to extend my sincere appreciation to you ... 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, (Former) Assistant Executive Director, South Carolina Department of Natural Resources

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 Nature Conservancy)

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 is high, and

[the results] 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, (Former) 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 and 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, (Retired) 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 Regan, (Former) Commissioner, Vermont Department of Fish and Wildlife (currently Resource Director for the Association of Fish and Wildlife Agencies)

Just a short note to let you know that I received *Illinois Residents' 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 Natural Resources

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, Division of Marine Fisheries, Florida Fish and Wildlife Conservation Commission

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, U.S. Fish and Wildlife Service

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 was most pleased with the presentation Mark Damian 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, Director, Utah Division of Wildlife Resources

Your abilities . . . 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 (currently the Director of The Nature Conservancy - Arizona Chapter)

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, 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, 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, Director, Oregon Department of Fish and Wildlife

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 advice many times When I call the RM 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

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 and 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 clients who didn't articulate their needs very well!

-Spence Amend, 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, 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*. RM effectively and efficiently polled the Survey's State, Federal, and non-governmental users throughout the U.S. RM 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. RM 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 RM do our watchable wildlife survey because of their extensive experience in social surveying, particularly concerning attitudes, perceptions, knowledge and activities involving wildlife.

-Edith Thompson, 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, 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, Virginia Department of Game and Inland Fisheries

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 Fish and Wildlife Conservation 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 Fish and Wildlife Conservation 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 RM 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, 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 Fish and Wildlife Conservation Commission

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

-Dr. Larry Harris, Professor, University of Florida

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, University of Florida

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

The Georgia Game and Fish Division was extremely pleased with the high quality products produced by Responsive Management 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 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, Ohio Division of Wildlife; and President, Organization of Wildlife Planners

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, (Retired) 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

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 Specialist, Colorado Department of Natural Resources

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

-Julie Morin, 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 Fish and Wildlife Conservation Commission

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, Association of Fish and Wildlife Agencies

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

-Jeff Casper, Arizona 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

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.