



# Wildlife Management Institute

1440 Upper Bermudian Road • Gardners, PA 17324

STEVEN A. WILLIAMS  
President

SCOT J. WILLIAMSON  
Vice President

February 25, 2013  
*Via E-mail*

Ms. Lisa Hubbard  
Purchasing Specialist  
Office of Procurement Management  
523 East Capitol Avenue  
Pierre, SD 57501

Dear Ms. Hubbard:

Please accept this letter and enclosure as our best and final offer for an Independent Review of the South Dakota Department of Game, Fish, and Parks' Division of Wildlife's Big Game Management Program (RFP - 2018). That offer is \$131,050.

The revised cost proposal reflects a \$14,270 (approximately 10%) reduction from our original cost proposal. We have not substantially modified our approach or analysis as described in our earlier submission. We intend to deliver the same robust quality report to the State of South Dakota as originally proposed. We achieved our cost reduction by the following actions (please see the annotated Revised Proposal Amount):

- reduced staff travel to selected meetings in South Dakota,
- reduced listening or focus group sessions from 6 travel days to 5 travel days,
- switched WMI staff participating in selected meetings in South Dakota, and
- reduced the staff travel for an oral presentation of our final report and findings in South Dakota should that be required (if this presentation is unnecessary, we would reduce our proposal an additional \$7,250).

It should be noted that the WMI Board of Directors increased staff salaries (effective April 1, 2013) at our annual Board meeting in January after our original proposal submission. If you have any additional questions, please contact me directly. Thank you for your consideration and we look forward to hearing from you.

Sincerely,

Steven Williams, Ph.D.  
President

## REVISED PROPOSAL AMOUNT

### Wildlife Management Institute, Inc. RFP - 2018

#### Pricing Worksheet

<b>Activity</b>	<b>Hours</b>	<b>Rate</b>	<b>Travel</b>	<b>Total</b>
Meet with SD Officials	32	\$150	\$2,450	\$7,250 <sup>1</sup>
Information Review and Analysis	48	\$110	n/a	\$5,280
Conduct Focus Groups Listening Sessions in SD	160	\$100	\$7,220	\$23,220 <sup>2</sup>
Information Review and Analysis	160	\$100	n/a	\$16,000
Conduct SDGFP Interviews In SD	128	\$120	\$6,530	\$21,890 <sup>3</sup>
Review and Analysis of SDGFP and Public Input	192	\$110	n/a	\$21,120 <sup>4</sup>
Prepare Draft Report and Present Draft to SD for Review	216	\$110	n/a	\$23,760
Review SD Comments and Prepare Final Report	48	\$110	n/a	\$5,280
Present Final Report to SD Officials	32	\$150	\$2,450	\$7,250 <sup>5</sup>
<b>TOTAL PROJECT COST</b>				<b>\$131,050<sup>6</sup></b>

Footnotes:

<sup>1</sup> Reduced the number of WMI staff and time involved in introductory meetings.

<sup>2</sup> Reduced the time involved in sessions from 6 travel days to 5 travel days.

<sup>3</sup> Switched WMI staff involved in interviews.

<sup>4</sup> Reduced staff and contractor rate/time for analysis.

<sup>5</sup> Reduced the rate/time involved for final report presentation.

<sup>6</sup> Reduced expenses totaling \$14,270 (approximately 10%).

**REVISED 2013 PROJECT PLAN AND SCHEDULE**

<b>TASKS/ ACTIVITIES</b>	<b>WMI STAFF</b>	<b>WMI HOUR</b>	<b>DELIVERABLES</b>	<b>ELAPSED WEEKS</b>	<b>RESOURCES REQUIRED</b>	<b>AGENCY SUPPORT</b>	<b>DEPENDENT TASKS</b>
Contract Start Date	Williams	0	Signed Contract	0	Contract	None	Approved proposal
Meet with SD Officials	Williams Williamson	32	Documents	1	Information Request	Provide requested information	Signed contract
Receive Documents from SDGFP	WMI Team	0	Requested surveys, reports, budget information	1-2	SDGFP preparation	Documents Files	Meet with SD Officials
Information Review and Analysis	WMI Team	48	Questions for resolution	2	Documents Files	Available for questions	Receive documents and files
Conduct Focus Groups Listening Sessions in SD	Williams Ruble Smith Dunfee	160	Listening sessions' notes	3-4	Venue and meeting support	Venue and meeting support	Information review and analysis
Information Review and Analysis	WMI Team	160	Draft findings	5-6	Listening sessions' notes	Available for questions	Focus Groups Listening Sessions

<b>TASKS/ ACTIVITIES</b>	<b>WMI STAFF</b>	<b>WMI HOUR</b>	<b>DELIVERABLES</b>	<b>ELAPSED WEEKS</b>	<b>RESOURCES REQUIRED</b>	<b>AGENCY SUPPORT</b>	<b>DEPENDENT TASKS</b>
Conduct SDGFP and Commission Interviews In SD	Williams Williamson Smith Remington	128	Interview notes	7	Venues and SDGFP support	Available for questions	Finalize questions for interviews
Review and Analysis of SDGFP and Public Input	WMI Team Remington	192	Draft findings	8-11	SDGFP and public comments	Available for questions	Compilation of comments compiled from sessions
Prepare Draft Report and Present Draft to SD for Review	WMI Team Remington	216	Findings and recommendations	12-17	All available information obtained from SDGFP	Available for questions	Draft findings
SDGFP Review and Response to First Draft of Report	n/a	0	Comments on First Draft of Report	18-20	First Draft of Report	Review	Transmit First Draft of Report

<b>TASKS/ ACTIVITIES</b>	<b>WMI STAFF</b>	<b>WMI HOURS</b>	<b>DELIVERABLES</b>	<b>ELAPSED WEEKS</b>	<b>RESOURCES REQUIRED</b>	<b>AGENCY SUPPORT</b>	<b>DEPENDENT TASKS</b>
Review SD Comments and Prepare Final Report	WMI Team Remington	48	SD comments and responses	21-22	SD comments and responses	Available for questions	SDGFP Review and Response to First Draft of Report
Present Final Report to SD Officials	Williams Williamson	32	Final report for SD Governor's Office	23-26	Final report	None	SD comments and responses

**Wildlife Management Institute, Inc.**



Proposal in response to the

State of South Dakota

Office of the Governor's Request for Proposals

**For an Independent Review of the South Dakota  
Department of Game, Fish, and Parks'**

**Division of Wildlife's Big Game Management Program**

**RFP - 2018**

Submitted

December 27, 2012

## STATEMENT OF UNDERSTANDING OF THE PROJECT

The Wildlife Management Institute (WMI) understands that effective management of big game populations is a critical factor in the success of state fish and wildlife agencies. Big game species are a public trust resource in the United States, and the people of each state hold state government accountable for the management of their resources.

WMI understands that effective management depends on successful integration of biological and social elements. The biological elements must be accurately measured, monitored, and analyzed using scientifically sound techniques. The social elements must provide meaningful ways for people to gain knowledge about big game resources and participate in decision-making. Citizens have a range of values from naturalistic to utilitarian. For these reasons and others, big game management systems must consist of processes that are well defined, transparent, and understood by both the managers and the constituents they serve. The North American Model of Wildlife Conservation, built on such principles as managing wildlife as a public trust, using science as the basis for decision-making, providing all citizens a voice in the process, allocation of wildlife harvest by law – not the market or privilege – and equal opportunity for all citizens to participate in hunting is the overarching framework by which state agencies seek to meld the biological and social elements to achieve desired outcomes.

WMI understands that big game species are highly visible, economically important and charismatically attractive to hunters and non-hunters alike, and potentially damaging to natural and altered habitats. Each year approximately 96,000 resident and non-resident hunters take to the field in South Dakota in pursuit of these species. Managing big game populations that include large predators presents unique biological and social challenges to management agencies. Effective management of deer, elk, antelope and lion populations is equally important to agricultural producers whose private lands provide habitat for these species. Managing big game populations at levels where crop damage, competition for forage, and livestock depredation is tolerated by landowners is important not only for the state economy, but also for maintaining constructive relationships between landowners, hunters and wildlife managers.

WMI understands that the Governor's office requests an independent review of the deer, elk, antelope and lion management systems to resolve nine questions related to both the scientific foundations and decision-making processes used by the South Dakota Game, Fish and Parks Department (Department) and the South Dakota Game, Fish and Parks Commission (Commission) for managing these species. The independent review is also intended to identify strengths and weaknesses of current management systems and provide recommendations for improving those systems.

WMI proposes to conduct the review, resolve the questions regarding deer, elk, antelope and lion management and make recommendations using a generalized big game management systems logic model that includes *inputs, activities, outputs, outcomes* and *impacts*. WMI will use the past eight years as the period to be reviewed. WMI will evaluate

the adequacy and accuracy of *inputs* such as staff and funding; population and habitat survey methods and results; goals, objectives and strategies; season structure; public opinion reports; and laws, rules and policies in comparison with scientific principles and established norms and practices for other big game management systems in North America.

WMI will assess the effectiveness of Department and Commission *activities* including priority setting, resource allocation, data analysis, public outreach and involvement, decision-making and program evaluation in achieving stated goals and objectives for big game management. WMI will assess *outputs* such as work plans and research reports, license allocations, big game harvest levels, hunter access and public information; *outcomes* such as the efficiency and effectiveness of management, funding levels from license sales, recreational opportunity and economic activity; and *impacts* such as wildlife conservation, desired population levels and economic stimulus in relation to other big game management systems in North America and public satisfaction levels in South Dakota.

One challenge WMI will face in completing this project is compiling and analyzing the substantial volume of information related to the big game management systems used by the Department and Commission. WMI will address this challenge by meeting with Department staff and Commissioners to gain a thorough understanding of resources available such as management plans, research reports, survey protocols and results, laws, rules and policies that document the management systems. WMI will conduct interviews with select management staff to gain additional insights into current management systems. WMI's ability to conduct the review will depend on the Office of the Governor and the Department's ability to provide the requested material and to make staff available to WMI in a timely manner.

Another challenge WMI will face is accurately assessing public opinion regarding the management systems. WMI will address this by holding a series of listening sessions and focus groups with invited participants who will be asked for input on specific aspects of the management systems. Participants will include sportsmen and women, farmers and ranchers, outfitters, tourism interests, business and industry interests, private landowners, and the general public. Questions posed to the participants will focus on their perception of the accessibility and inclusivity of decision-makers and decision-making processes, the degree to which they believe the management systems incorporate and accommodate public input and their satisfaction with the outcomes and impacts of big game management in South Dakota.

WMI understands that the primary deliverable for this project will be a comprehensive report that addresses each of the nine questions in the Request for Proposals and provides recommendations for improvement in the current deer, elk, antelope and lion management systems, in conformation with South Dakota law and within reasonable allocation of future budgets and staff resources. WMI will prepare and submit a draft report for review by the Office of the Governor, Commission, and Department prior to finalizing the report. The success of the project will depend on the degree to which the process utilized and products produced by the vendor are perceived by the public as thorough, science-based

and independent of influence by the Office of the Governor, Department, and Commission.

## CORPORATE QUALIFICATIONS

In response to the questions posed in Section 6.2 of the RFP, WMI provides the following information:

- a) Not applicable
- b) Not applicable
- c) Not applicable
- d) Not applicable
- e) Not applicable
- f) Not applicable
- g) The precursor to the Wildlife Management Institute was established in 1911 and was then known as the American Game Propagation and Protective Association. Subsequently, WMI operated as the American Game Protective Association and the American Wildlife Institute. In 1946 our organization was renamed the Wildlife Management Institute.
- h) Please see response to g) above.
- i) WMI currently employs five full-time staff with a combined experience spanning more than 120 years in service to wildlife conservation at the state and federal levels of government. We manage approximately 20 contractors to deliver conservation projects on a state, regional, and national scale.
- j) All employees of WMI have been involved in specific tasks associated with this type of project.
- k) All employees of WMI have been involved in these types of on-site projects.
- l) Not applicable, although for your information, in fiscal year 2011-12, WMI operated on total revenues and support of \$2,569,000.
- m) WMI has worked with numerous state and federal agencies. Contact information and brief descriptions of services are provided on pages 6-13.
- n) WMI has not conducted business with the State of South Dakota.
- o) WMI has conducted numerous projects similar to this project. Contact information and brief descriptions of services are provided on pages 6-13.
- p) WMI's website address is: [www.wildlifemanagementinstitute.org](http://www.wildlifemanagementinstitute.org)

## HISTORY OF WMI PROGRAM AND PROJECT REVIEWS

At the request of federal and state fish and wildlife agencies, WMI has successfully completed over 70 reviews of fish and wildlife programs in more than 40 states and 4 provinces. WMI has also compiled and published national summaries of the organization, authority and programs of state fish and wildlife agencies in 1948, 1968, 1977, 1987 and 1997.

In recent years, WMI has been especially effective in helping fish and wildlife agencies determine the scientific adequacy of their data gathering and analysis processes. In today's world of increased scrutiny of wildlife and natural resource agency programs and decisions, it is important that scientific information be accurate, reliable, and defensible when challenged. WMI reviews are structured to assist agencies in delivering these outcomes.

WMI reviews assess decision-making within the agency and classify the scientific foundations needed for each type of agency decision. WMI then assesses the scientific rigor of biological and social data gathering activities to insure that decisions are based on good science and defensible if challenged. WMI also assesses the training, attitudes and application of science activities by agency staff.

WMI has been an independent, non-profit advocate for professional wildlife management for over 100 years. Our experience, our team of professional wildlife managers with extensive agency and academic experience, and our non-profit status will produce a report that will be, and will be perceived to be thorough, science-based, and objective, with a high probability that recommendations will in fact be implemented.

The costs for each review vary and depend upon the nature and extent of the review. WMI works closely with each agency in developing appropriate objectives and parameters for the work. WMI guarantees confidentiality and releases review information only to the contracting agency or with express permission of the contracting agency.

Examples of recent scientific reviews are listed below. A statement relative to impact of the review on agency operations is included where such information was made public.

*Title:*           **AN EXAMINATION OF THE PENNSYLVANIA GAME COMMISSION'S DEER MANAGEMENT PROGRAM**

*Contact:*       Carl Roe  
                  Executive Director  
                  Pennsylvania Game Commission  
                  2001 Elmerton Avenue  
                  Harrisburg, PA 17110  
                  (717) 787-3633

*Description:* The Pennsylvania Legislative Finance and Budget Committee contracted with WMI in 2010 to conduct an evaluation and study of the Pennsylvania Game Commission's (PGC) current deer management program and practices.

*Services:* WMI analyzed the scientific basis of deer management in the Commonwealth, including the scientific foundation of deer management goals, deer population and habitat measurements and citizen input procedures. The analysis was designed to judge the adequacy of the methods employed by the PGC to provide the agency and the public with an independent evaluation of how the deer management goals were chosen and measured, and how they affected deer management.

*Impact:* Following the conclusion of the PGC/PCFWRU and WMI evaluations, the PASAK (Pennsylvania sex-age kill) model was updated. All of the WMI's short-term recommendations were incorporated into the PASAK model and field research continues to address WMI's long-term recommendations.

*Title:* **A COMPREHENSIVE REVIEW AND EVALUATION OF THE TENNESSEE WILDLIFE RESOURCES AGENCY**

*Contact:* Ed Carter  
Executive Director  
Tennessee Wildlife Resources Agency  
440 Hogan Road  
Nashville, TN 37220  
(615) 781-6500

*Description:* The Executive Director of the Tennessee Wildlife Resources Agency (TWRA) contracted with WMI in 2008 to provide an evaluation of the agency. Effective fish and wildlife agencies operate under five principles: agencies must be structured appropriately to achieve efficiency and effectiveness, agencies must represent a balance between natural resource management and service to the public, natural resource management must be grounded in good science, agencies must have effective human resource administration, and agencies must establish priorities and fund accordingly. In an effort to assess the TWRA compliance with these principles, the leadership of TWRA asked the WMI to conduct a comprehensive review and evaluation of the TWRA.

*Services:* WMI reviewed pertinent literature and documents; conducted Commissioner, employee, and stakeholder interviews and surveys; analyzed scientific methodology and survey efforts; and consulted leadership from other state fish and wildlife agencies to evaluate the current status of the agency. Based on our evaluation, WMI found that the majority of TWRA

employees were hard-working, dedicated resource professionals who wanted TWRA to continuously improve its ability to serve the fish and wildlife resources of Tennessee and its citizens. For decades, the Director of TWRA provided national leadership on several of the most important fish and wildlife conservation initiatives including the: North American Waterfowl Management Plan, Teaming with Wildlife and State Wildlife Action Plans, North American Bird Conservation Initiative, and National Fish Habitat Plan. TWRA Commissioners valued quality management of the state's fish and wildlife resources as their first priority and sincerely wanted the TWRA to be the best state fish and wildlife agency in the country.

*Impact:* Ed Carter, Executive Director of the Tennessee Wildlife Resources Agency, presented an overview of a restructure plan of the agency to members of the Tennessee Wildlife Resources Board. The Wildlife Management Institute (WMI) recently completed a comprehensive review and evaluation of the TWRA. Among the goals of the restructure plan are to improve communication, coordination, and cooperation between the agency's four regions, and the Nashville headquarters and the regions. The plans call for the establishment of clear channels and accountability for program managers and uniformity and implementation of statewide programs. The restructure calls for the creation of open communication and dialogue between all employees and disciplines and where possible, reduce the number of employees directly reporting to individual supervisors. The plan should increase cooperation across established administrative boundaries, and offer expanded avenues of advancement for employees.

*Title:* **A REVIEW OF MONTANA FISH, WILDLIFE AND PARKS DEPARTMENT HUNTING AND HARVEST SURVEYS AND STATEWIDE ANGLING PRESSURE SURVEY**

*Contact:* Mr. Mike Volesky  
Acting Director  
Montana Department of Fish, Wildlife, and Parks  
1420 East Sixth Avenue  
PO Box 2300701  
Helena, Mt 59620  
(406) 444-9089

*Description:* Montana Fish, Wildlife and Parks Department (MFWP) contracted with WMI in March of 2006 to provide an evaluation of agency hunting and angling surveys. The scope of the evaluation was described as performing the necessary tasks to: 1) Evaluate the current Angling and Hunter Harvest Survey systems for information gathering, analysis and reporting. 2) Explore alternative systems for information gathering, analysis and reporting for more efficient, cost effective and defensible methods. 3) Develop

recommendations and provide a report on the most appropriate, effective, efficient and timely Angling and Hunter Harvest Survey system for MFWP.

*Services:* WMI reviewed methodology and use of surveys for hunter harvest of black bear, deer, elk, antelope, moose, bighorn sheep, mountain goat, mountain lion harvest, mountain lion sightings, upland game birds, furbearers, turkey and for angling pressure and satisfaction.

WMI explored alternative systems to the MFWP system for harvest information gathering, analysis, and reporting for more efficient, cost effective, and defensible methods. Alternatives were structured with information gleaned from WMI's analysis of current MFWP survey methodologies, examination of other state fish and wildlife agency survey systems, and conversations with private vendors offering survey products. The final report was delivered in November 2006 and included responses to clarifications made by agency staff.

*Title:* **A COMPREHENSIVE REVIEW OF SCIENCE-BASED METHODS AND PROCESSES OF THE WILDLIFE AND PARKS DIVISIONS OF THE TEXAS PARKS AND WILDLIFE DEPARTMENT**

*Contact:* Carter Smith  
Executive Director  
Texas Parks and Wildlife Agency  
4200 Smith School Road  
Austin, TX  
(512) 389-4800

*Description:* Texas Parks and Wildlife Department (TPWD) contracted with WMI to provide a broad review of science-based activities of the Wildlife Division and State Parks Division. The review was intended to answer the following questions: 1) Why are we doing what we are doing? 2) Is what we are doing being done well (i.e., are we using the best science available)? 3) Are there critical data gaps that will improve our ability to manage wildlife resources?

*Services:* Over the course of six months, WMI completed extensive document and method review, field interviews of field and program biologists and analysis of employee opinions to obtain an understanding of use of scientific data to guide management programs for wildlife in Texas. The WMI analysis, findings and recommendations were delivered orally in November 2004. The final report included responses to clarifications made by program staff.

*Impact:* Texas made extensive revisions to survey methodology for deer, small game, and other species based on the WMI review.

*Title:* **AN EVALUATION OF THE DECISION MAKING PROCESSES OF THE CENTRAL ARIZONA PROJECT FUND TRANSFER PROGRAM**

*Description:* The 1994 and 2001 Fish and Wildlife Service biological opinions on transfers of non-native fishes from the Central Arizona Project aqueduct to the Gila River basin called for the Bureau of Reclamation to transfer funds to the Service to fulfill two major purposes: 1) achieve conservation actions (recovery and protection) for federally listed or candidate fish species by implementing existing and future recovery plans, and 2) accomplish research on, and control of, non-native aquatic species. The resultant CAP Fund Transfer Program produced a document entitled Long-term Direction, Project Allocation Guidance, and Rationale (guidance document) that describes in detail the program's purposes, goals, priorities, and project selection processes. A 5-year strategic plan also was produced that provides specific objectives to assist with the near-term implementation of the program. Policy and technical committees established to oversee the program determined that an external review of these documents should be conducted to gain additional independent input into the program's processes, goals, assumptions, and objectives.

*Services:* In 2005, WMI completed extensive document review, field interviews of current and past committee members and analysis of contracts let under the program. The WMI analysis, findings and recommendations were delivered orally in October 2005. The final report included responses to clarifications made by program staff.

*Impact:* Not available

*Title:* **FEASIBILITY OF RESTORING WILD POPULATIONS OF RING-NECKED PHEASANT IN PENNSYLVANIA**

*Description:* Ring-necked pheasant abundance in Pennsylvania has declined despite the Pennsylvania Game Commission's management of wild pheasant populations and provision of an extensive stocking program. WMI was asked to review the efforts completed to date, assess current and future habitat conditions and threats, and advise the agency on whether stocking programs were an adequate replacement for, or supplement to, wild populations.

*Services:* In 1999, WMI completed extensive assessment of field conditions, including interviews of Commissioners, agency staff and land managers. The WMI analysis, findings and recommendations were delivered to the Executive Director of the Pennsylvania Game Commission in 1999.

*Impact:* Pennsylvania established a Wild Pheasant Recovery Area Program and reduced production of game farm pheasants, consistent with recommendations made in the WMI report.

*Title:* **AN EVALUATION OF BIG GAME MANAGEMENT IN WYOMING**

*Description:* The Wyoming Game and Fish Department requested a WMI review of the scientific foundations of their big game management techniques. Included in the WMI assessment were harvest and population surveys, hunter preference surveys, environmental management models, and use, reporting and administration of big game data. WMI conducted extensive interviews at different locations in WY. Both agency staff and members of the public were interviewed.

*Services:* In 1995, WMI completed extensive document and method review, field interviews of field and program biologists and analysis of employee opinions to obtain an understanding of use of scientific data to guide management programs for big game in Wyoming. The WMI analysis, findings and recommendations were delivered orally in November 1995 to the Wyoming Board of Commissioners. The final report included responses to clarifications made by program staff.

*Impact:* Not available

COMPLETE LIST OF WMI REVIEWS:

<b>STATE/FEDERAL AGENCY</b>	<b>YEAR</b>	<b>REVIEW TYPE</b>
Pennsylvania	2010	Deer Management
Tennessee	2008	Agency Review
Montana	2007	Big Game Harvest Survey
US Fish and Wildlife Service	2006	Migratory Bird Management Program
Bureau of Reclamation	2005	Central Arizona Project
Texas	2004	Wildlife Division Use of Science
Pennsylvania	2000	Restoration of Pheasant
All States	1997	Organization, Authority and Programs of State Fish and Wildlife Agencies
Wyoming	1995	Big Game Management Program
Oklahoma	1991	Complete -- Game and Fish
US Fish and Wildlife Service	1991	Patuxent Wildlife Research Center
USDA Forest Service	1990	Fish and Wildlife Program
USDA Forest Service	1990	Special -- Wildlife and Livestock
Colorado	1988	Complete -- Game and Fish
New Mexico	1988	Complete -- Game and Fish
USFS	1988	Quachita National Forest
Texas	1988	Complete -- Game and Fish
Wyoming	1988	Complete -- Game and Fish
Hawaii	1988	Forestry and Wildlife
All States	1987	Organization, Authority and Programs of State Fish and Wildlife Agencies
Delaware	1986	Complete -- Game and Fish
Indiana	1986	Complete -- Game and Fish
Minnesota	1986	Complete -- Game and Fish
Louisiana	1985	Complete -- Game and Fish
Illinois	1984	Complete -- Game and Fish
Arkansas	1983	Complete -- Game and Fish
Minnesota	1983	Complete -- Game and Fish
South Carolina	1983	Complete -- Game and Fish
Virginia	1982	Complete -- Game and Fish
Bureau of Land Management	1981	Fish and Wildlife Program
Washington	1980	Complete -- Game and Fish
USDA Forest Service	1979	Fish and Wildlife Program
Arizona	1977	Complete -- Game and Fish
All States	1977	Organization, Authority and Programs of State Fish and Wildlife Agencies
Maryland	1976	Special Study
New Jersey	1975	Complete -- Game and Fish

Oklahoma	1975	Complete -- Game and Fish
New Mexico	1974	Resurvey -- Game and Fish
New Brunswick	1973	Complete -- Game and Fish
Massachusetts	1972	Special Study
Ohio	1972	Partial Wildlife Division Only
Utah	1971	Finances Only -- Game and Fish
WAFA	1971	Non-resident Hunting and Angling
Illinois	1970	Technical Assistance -- Game and Fish
Michigan	1970	Resurvey -- Game and Fish
Minnesota	1969	Technical Assistance -- Game and Fish
Washington	1969	Complete -- Game and Fish
All States	1968	Organization, Authority and Programs of State Fish and Wildlife Agencies
Kansas	1967	Complete -- Game and Fish
Maryland	1966	Complete -- Game and Fish
Georgia	1964	Partial -- Game and Fish
Delaware	1963	Resurvey -- Game and Fish
Michigan	1963	Complete -- Game and Fish
Pennsylvania	1962	Complete -- Game and Fish
Wyoming	1962	Laws Only -- Game and Fish
Utah	1961	Technical Assistance -- Game and Fish
Manitoba	1959	Complete -- Game and Fish
Colorado	1958	Complete -- Game and Fish
Iowa	1958	Ten - Year Conservation Program
Arizona	1957	Resurvey -- Game and Fish
Colorado	1957	Policies Only -- Game and Fish
Kentucky	1957	Complete -- Game and Fish
New Mexico	1957	Resurvey -- Game and Fish
Maine	1956	Complete -- Game and Fish
South Dakota	1956	Complete -- Game and Fish
Oregon	1955	Resurvey -- Game Only
Delaware	1954	Complete -- Game and Fish
Iowa	1954	Resurvey -- Game and Fish
Louisiana	1954	Complete -- Game and Fish
Wisconsin	1954	Special -- Eau Pleine Reservoir Report
Newfoundland	1954	Complete -- Game and Fish
Missouri	1953	Complete -- Game and Fish
North Dakota	1953	Complete -- Game and Fish
Rhode Island	1953	Complete -- Game and Fish
Connecticut	1952	Technical Assistance -- Game and Fish
Idaho	1952	Complete -- Game and Fish
South Carolina	1952	Complete -- Game and Fish
Arizona	1951	Complete -- Game and Fish

New York	1951	Complete -- Game and Fish
Texas	1951	Complete -- Game and Fish
Wyoming	1951	Complete -- Game and Fish
New Brunswick	1951	Technical Assistance -- Game and Fish
Florida	1950	Complete -- Game and Fish
Illinois	1950	Complete -- Game and Fish
Nevada	1950	Complete -- Game and Fish
North Carolina	1950	Technical Assistance -- Game and Fish
Tennessee	1950	Complete -- Game and Fish
Nova Scotia	1950	Technical Assistance -- Game and Fish
New Mexico	1949	Complete -- Game and Fish
Oklahoma	1949	Complete -- Game and Fish
Montana	1948	Complete -- Game and Fish
New Mexico	1948	Laws Only -- Game and Fish
Oregon	1948	Partial -- Game Only
All States	1948	Organization, Authority and Programs of State Fish and Wildlife Agencies
Iowa	1947	Complete -- Game and Fish
Massachusetts	1947	Complete -- Game and Fish
Wisconsin	1940	Technical Assistance -- Game and Fish

## PROJECT PLAN NARRATIVE

The RFP lists 9 questions the contractor shall answer relative to deer, elk, antelope, and mountain lion management programs, and describes documents to be reviewed as well as parties to be interviewed in the process of answering those questions. Too a large extent this describes the work to be performed by the contractor, and won't be repeated here; rather we will focus on the specific means we will employ to answer these questions.

Immediately after the contract is awarded and signed, WMI will attend "kick off" meetings in South Dakota with the Office of the Governor, Commissioners, and Department leadership to determine clarity of purpose and scope for the review. At that meeting, WMI would appreciate a presentation that provides an overview of the four management programs and copies of, or links to, the source documents described in the RFP. WMI will then review its approach, identify specific additional information needs, reach agreement on clear benchmarks to be employed, discuss issues of concern and interest, and confirm logistical support and appropriate protocol needed for the independent review. As soon as WMI receives information from South Dakota, we will review documents and files to assess the adequacy and comprehensiveness of the information and to develop questions regarding the public's perception of and confidence in the big game management programs.

Programmatic reviews initiated outside wildlife agencies are usually symptomatic that stakeholders are disenfranchised with decision-making processes, the outcomes of those processes or both. For this review to be successful, it is imperative that the cause of stakeholder disenfranchisement is thoroughly explored and understood. For this purpose we intend to hold focus group sessions with stakeholders identified as significant by South Dakota officials. In these scoping sessions, we would focus through targeted questions, discussions on the level of public knowledge of, confidence in, and transparency of the Department's efforts to manage big game species and populations. We will specifically determine the extent to which they are knowledgeable of, and participate in, opportunities for public input to these processes, as well as, reasons for lack of participation, if any.

WMI proposes two venues for participation in this review by the broader public. WMI will conduct listening sessions and focus group sessions as opportunities for the broader public to offer comments and suggestions. We will also have a website available for public comment. Public comments, however obtained, will be summarized and presented in the report. WMI will confer with South Dakota officials about appropriate dates, locations, venues, and other discussion topics for these meetings. In our proposal we have allocated one week for these sessions. We would request that the Office of the Governor and/or the Department provide logistical support for the meeting and the meeting venue. While in South Dakota, WMI will avail itself of opportunities to meet with Department staff with direct or indirect responsibilities for big game management program execution.

Following review of information provided by the Department and synthesis of this public input, WMI will develop questions and lines of inquiries for Department staff and Commissioners related to the big game management systems. WMI will employ a big game

management systems logic model to structure our program analysis and evaluation. The logic model consists of *inputs, activities, outputs, outcomes, and impacts*. Some examples of information that WMI will review and analyze are found in the following table:

<u>Inputs</u>	<u>Activities</u>	<u>Outputs</u>	<u>Outcomes</u>	<u>Impact</u>
Available staff and funding	Priority setting	Work plans	Effective management	Desired population levels
Survey methods	Resource allocation	Reports	Funding	Wildlife conservation
Strategic plan	Monitoring	Season setting	Population status	Enhanced economy
Harvest reports	Data analysis	License allocation	Recreational activity	Satisfied constituents
Social surveys	Recommendations	Information	Economic activity	Informed constituents
Legal documents	Legal review	Legal opinions	Habitat condition	Healthy habitat

WMI proposes a second in-state trip to interview selected Department staff and Commissioners with direct or indirect responsibilities for big game management program execution. These discussions will be focused on information *input* and Department *activities*. Preliminary questions will be submitted prior to our arrival in South Dakota and will be based on our review of documents provided by the Department and comments from the public listening session.

The nine questions posed in the RFP speak to both biological and social aspects of proper big game management. For biological elements relative to questions 3 and 4 we will evaluate the adequacy and accuracy of inputs by examining harvest and population sampling methods and protocols, sample size, statistical variability within estimates, robustness, and predictive power of population and predation models. In addition to questioning whether biological sampling, analysis, and modeling approaches are within accepted scientific standards, we will also look at whether sampling is intensive and frequent enough to assess timely compliance with management plans and respond to environmental perturbations. Approaches will be compared and contrasted to those of other western states where informative.

To answer questions 5 and 6 we will assess the extent that research priorities and activities lead to the overall enhancement of big game management programs by answering questions such as: is there an adequate process to ensure research projects selected/funded answer important management questions? Is there adequate peer review of study proposals to ensure methodology proposed will lead to credible and publishable results? Are projects adequately staffed and funded so as to provide credible and publishable results? Is there a process to ensure that research results are published, or otherwise made available to managers?

To answer questions 6 and 7, WMI will evaluate the flow and integrity of information from surveys, monitoring and research projects through data analyses, conclusions, season setting recommendations, and the decision-making process. In addition, we will evaluate whether Department goals and objectives contained within strategic, implementation, and management plans track budget requests, appropriations, and resource allocation.

We will confer with the Department and Commission's legal counsels to identify legal issues or concerns with respect to public involvement, desired population level goals or harvest strategies, and current and emerging issues that may impact the South Dakota big game management system.

*Outputs* such as license allocations, season setting, and harvest goals and levels will be measured by comparing levels established in strategic or implementation plans (predicted or desired results) with actual results over the 8-year time span of review. During this evaluation process, WMI will examine the use of adaptive management techniques within the program. We will determine if prior year *outputs* influenced subsequent year *inputs* and *activities* to a reasonable degree. *Outcomes* and *impacts* will be evaluated using our professional judgment and the comparison with the performance of other North American big game management programs with respect to the efficiency and effectiveness of management funding levels from license sales, recreational opportunity, and economic activity.

Several questions relate specifically to societal aspects of wildlife management. While habitat and other environmental conditions set outside limits on wildlife populations, "proper" wildlife management can only be evaluated in the context of public expectations relative to the state's management of a public trust resource. Are outcomes and impacts consistent with public expectations and plans? Answers to questions 1, 2, 7, 8, and 9 will be based on information obtained from focus groups, public listening sessions, comments obtained through the website, and interviews of staff and commissioners. WMI will compare SDGFP processes against the big game systems logic model, and specifically look for consistency with outcomes stipulated in a hierarchy of planning or guidance including legislative mandates, Commission policies, strategic plans, and species-specific regional and area implementation plans. Additional questions that will be addressed are: are plans at all levels clear and internally consistent? Are plans for species management at scales appropriate to manage populations and hunter pressure? Are plans and underlying biological assumptions available to the Commission and the public in formats understandable to the lay audience? Are season structures periodically reviewed in a public process in a manner that ensures public expectations are identified, quantified and brought before the Commission along with data relating effectiveness of previous structures? Do management plans have specific and quantifiable objectives relative to population size, sex ratio, hunter success, degree of game damage and other relevant biological and social parameters? Do stakeholders feel they have opportunities to impact decisions? Do stakeholders participate in processes available to them, and if not, why not?

Based on WMI's review and analysis, we will prepare findings of the management systems' strengths and weaknesses, our conclusions based on these findings, and recommendations

for consideration by the Office of the Governor, the Commission, and the Department. This draft report will be shared with South Dakota for their review and comment. WMI will request a response to each finding, conclusion, and recommendation. Upon receipt of those comments, WMI will finalize the independent review report. WMI understands that the primary deliverable for this project will be a comprehensive report that addresses each of the nine questions in the Request for Proposals and provides recommendations for improvement in the current deer, elk, antelope and lion management systems, in conformation with SD law and reasonable allocation of future budgets and staff resources. Upon invitation, WMI will make an oral presentation of findings to the Office of the Governor, Department, and Commission and public at a mutually agreed upon time and location.

### 2013 PROJECT PLAN AND SCHEDULE

TASKS/ ACTIVITIES	WMI STAFF	WMI HOUR	DELIVERABLES	ELAPSED WEEKS	RESOURCES REQUIRED	AGENCY SUPPORT	DEPENDENT TASKS
Contract Start Date	Williams	0	Signed Contract	0	Contract	None	Approved proposal
Meet with SD Officials	Williams Williamson Smith	72	Documents	1	Information Request	Provide requested information	Signed contract
Receive Documents from SDGFP	WMI Team	0	Requested surveys, reports, budget information	1-2	SDGFP preparation	Documents Files	Meet with SD Officials
Information Review and Analysis	WMI Team	48	Questions for resolution	2	Documents Files	Available for questions	Receive documents and files
Conduct Focus Groups Listening Sessions in SD	Williams Williamson Smith Dunfee	192	Listening sessions' notes	3	Venue and meeting support	Venue and meeting support	Information review and analysis
Information Review and Analysis	WMI Team	160	Draft findings	5	Listening sessions' notes	Available for questions	Focus Groups Listening Sessions

TASKS/ ACTIVITIES	WMI STAFF	WMI HOUR	DELIVERABLES	ELAPSED WEEKS	RESOURCES REQUIRED	AGENCY SUPPORT	DEPENDENT TASKS
Conduct SDGFP and Commission Interviews In SD	Williams Ruble Smith Remington	128	Interview notes	7	Venues and SDGFP support	Available for questions	Finalize questions for interviews
Review and Analysis of SDGFP and Public Input	WMI Team Remington	224	Draft findings	11	SDGFP and public comments	Available for questions	Compilation of comments compiled from sessions
Prepare Draft Report and Present Draft to SD for Review	WMI Team Remington	216	Findings and recommendations	18	All available information obtained from SDGFP	Available for questions	Draft findings
SDGFP Review and Response to First Draft of Report	n/a	0	Comments on First Draft of Report	20	First Draft of Report	Review	Transmit First Draft of Report

TASKS/ ACTIVITIES	WMI STAFF	WMI HOURS	DELIVERABLES	ELAPSED WEEKS	RESOURCES REQUIRED	AGENCY SUPPORT	DEPENDENT TASKS
Review SD Comments and Prepare Final Report	WMI Team Remington	48	SD comments and responses	22	SD comments and responses	Available for questions	SDGFP Review and Response to First Draft of Report
Present Final Report to SD Officials	Williams Williamson	48	Final report for SD Governor's Office	24	Final report	None	SD comments and responses



**PROPOSAL AMOUNT**

**PRICING WORKSHEET**

(cost submittal is in a separate sealed envelope enclosed)

## **TEAM ORGANIZATION**

### **Steven Williams, Ph.D. – Team Leader and Project Manager**

Steve Williams is the President of the Wildlife Management Institute (WMI), a 101-year old, non-profit conservation organization dedicated to science-based, professional wildlife management. WMI's mission is to enhance North American wildlife populations, their habitat, and the continent's hunting heritage. As President of WMI, Steve serves on the Board of Directors of the National Fish and Wildlife Foundation, American Wildlife Conservation Partners, Wildlife and Hunting Heritage Conservation Council (a federal advisory committee to the Secretaries of Interior and Agriculture), Council to Advance Hunting and Shooting Sports, Recreational Boating and Fishing Foundation, and Chair of the National Conservation Leadership Institute. He is a professional member of the Boone and Crockett Club and The Wildlife Society. Steve also serves on various national committees, work groups, and task forces focused on sustaining our nation's wildlife conservation and hunting heritage.

Prior to joining WMI, Steve served as Director of the U. S. Fish and Wildlife, the Kansas Governor's Cabinet Secretary of the Department of Wildlife and Parks, Deputy Executive Director of the Pennsylvania Game Commission, and Assistant Director for Wildlife and Deer Project Leader of the Massachusetts Division of Fisheries and Wildlife. He received his B.S. and Ph.D. from The Pennsylvania State University and a M.S. from the University of North Dakota.

### **Nathan Sanderson – Agency Project Sponsor**

Nathan Sanderson is the Senior Advisor to the Governor of the State of South Dakota. Nathan will provide advice and support to the WMI team and will perform the following duties and responsibilities as defined by RFP – 2018: solicit, collect, compile, and summarize public and Department employee comments associated with the Independent Review. Nathan will advise and confer directly with Steve Williams, WMI Team Leader.

### **Scot Williamson – Vice-Team Leader**

Scot Williamson is Vice President of the Wildlife Management Institute. Scot has been with WMI since 1994 and has assisted Northeastern states and conservation groups on a number of wildlife and land management initiatives. The WMI publication, "Feeding Wildlife, Just Say No!" was authored by Scot and received the Wildlife Society Conservation Education Award in 2003. Scot's current duties include coordination of multi-state habitat conservation initiatives dedicated to conservation and restoration of shrubland-dependent wildlife, and advancement of landscape level science collaboratives (Landscape Conservation Cooperatives).

Prior to joining WMI, Scot was Big Game Director for Texas Parks and Wildlife Department and White-tailed Deer Project Leader for NH Fish and Game Department. Scot received a

MS in Wildlife Science from the University of Vermont and a Bachelor of Science in Forestry from the Pennsylvania State University.

### **Pat Ruble – Wildlife Administration Specialist**

Pat Ruble is the Midwest Field Representative of the Wildlife Management Institute. In this position, Pat fosters sound, professional, science-driven wildlife management in the 12-state Midwest region and the nation by interacting with state and federal resource management agency staff, assisting with administration of programs and grants, monitoring and providing input on legislation affecting natural resources, participating on committees that foster education and development of future wildlife professionals, serving on committees that plan/deliver on-the-ground conservation programs and projects.

Immediately prior to joining WMI, Pat was Director of Government Relations for the Archery Trade Association and Program Coordinator at the Terrestrial Wildlife Ecology Lab at Ohio State University. Pat served the Ohio Division of Wildlife as a farmland research biologist, regional assistant wildlife management supervisor, and statewide program manager overseeing public lands management, research and federal aid. During last 21 years of his career at the Ohio Division of Wildlife, Pat was the Executive Administrator overseeing the agency's wildlife management and research program. Pat holds B.S. and M.S. Degrees in Wildlife Management from the Ohio State University.

### **Christian Smith, CWB – Wildlife Conservation Specialist**

Chris Smith is the Western Field Representative for the Wildlife Management Institute. Chris has over 34 years' experience in planning, management, research, supervision and administration of resource conservation programs throughout Alaska and Montana. He has extensive involvement with the Association of Fish and Wildlife Agencies, Western Association of Fish and Wildlife Agencies and inter-agency teams. Specialized training and experience in wildlife policy and law, public involvement, conflict resolution, personnel management, and strategic planning. Chris has demonstrated the ability to forge effective working relationships between agencies and public interests.

Prior to joining WMI, Chris served as Director of Special Projects and Deputy Director for the Montana Department of Fish, Wildlife, and Parks for 13 years. Prior to working in Montana, Chris worked for the Alaska Department of Fish and Game. In his 23 years working for Alaska, he rose from Fisheries Technician to Assistant Director of the Division of Wildlife Conservation. Chris holds a B.S. Degree in Wildlife Management from the University of Alaska and a M.S. Degree in Wildlife Biology from the University of British Columbia.

### **Matthew Dunfee – Human Dimensions Specialist**

Matthew Dunfee is the Programs Manager for the Wildlife Management Institute. In his past and current positions with WMI, he has served as the Conservation Program Specialist in WMI's Washington D.C. Headquarters where he worked on numerous projects related to

North American wildlife conservation, private lands programs, and hunting heritage. He also serves as the Director of the Chronic Wasting Disease Alliance, the Project Coordinator for the North American Hunting Heritage Action Plan, and the Chair of the North American Wildlife and Natural Resources Conference. In his current roles, Matt serves on numerous professional committees and boards including the AFWA Fish and Wildlife Health Committee, national and regional AFWA Hunting and Shooting Sports Participation Committees, the Hunting Heritage Steering Committee, the Conservation Leaders for Tomorrow Advisory Committee, the North American Wildlife and Natural Resources Meeting Steering Committee, and Task Force 20/20.

Previous to his work with WMI, Matt worked as a program coordinator for the Center for Environmental Management on Military Lands and research associate with the National Park Service's Bison Management Working Group. He received his B.S. in Fish, Wildlife, and Conservation Biology from Colorado State University.

### **Tom Remington, Ph.D. – WMI Contractor – Big Game Technical Specialist**

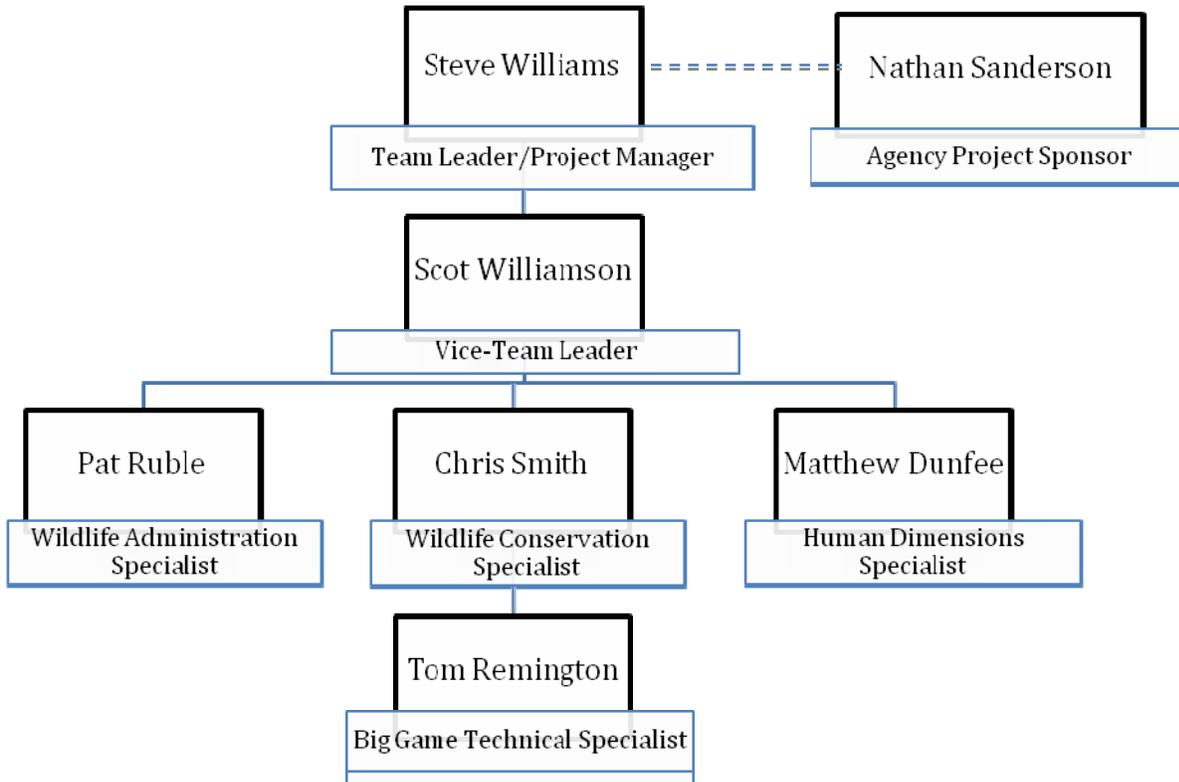
Tom Remington was hired as a wildlife researcher with the Colorado Division of Wildlife, where he studied the ecology of pheasants and other grassland birds. In 1999 he became the Avian Research Leader and supervised his former section, and in 2003 he was promoted into the Terrestrial Section Manager position. In this capacity he was responsible for supervising managers responsible for mammals, avian, and wildlife disease research, and all Terrestrial biological programs and staff. This included management responsibility for chronic wasting disease surveillance and testing programs, big game inventory, big game harvest surveys, big game modeling efforts, and development of license recommendations for big game (which included lions and bears).

In November of 2007 he was appointed Director of the Division of Wildlife, a position he held until his retirement in July of 2011. Tom was directly involved with two, 5-year reviews of Colorado's big game season structure as Terrestrial Section Manager and Director, as well as the preparation, review and ultimate adoption by the Wildlife Commission of dozens of big game management plans for various regions of the state and annual season setting recommendations for 10 years.

Tom is a member of the Colorado, Central Mountains and Plains and National Chapters of the Wildlife Society and has served as a Board member, Secretary, and President of the Colorado Chapter. He served as a Board member of the Cooperative North American Shooting Education Program (CONSEP) and the Intermountain West Joint Venture. He represented Colorado on the Pacific Flyway Council, and represented the Pacific Flyway on the Service Regulatory Committee. Tom also served as a member of the Western Association of Fish and Wildlife Agencies (WAFWA) Sage-grouse Executive Oversight Committee, as well as the WAFWA Audit Committee. He is currently the owner of On Point, LLC, a natural resource consulting firm.

Tom graduated from the University of Minnesota with a B.S. in Wildlife Management. He obtained his M.S. in Wildlife Biology from Colorado State University and a Ph.D. in Wildlife Ecology from the University of Wisconsin.

**Team Organizational Chart:**



**About the Wildlife Management Institute:**

Founded in 1911, WMI is a private, nonprofit, scientific and educational organization, dedicated to the conservation, enhancement and professional management of North America's wildlife and other natural resources. WMI was established by forward thinking representatives of the firearms and ammunition industry and with the hearty encouragement of Theodore Roosevelt. Since that time WMI has been involved in national, regional, and state wildlife conservation efforts, projects, programs, and policy development. WMI has conducted more than 70 program and project reviews for state and federal agencies. We administer and host the North American Wildlife and Natural Resources Conference, the largest conference for state, federal, and conservation organization leadership in North America. WMI currently provides the following services for the professional wildlife community: science and management review and assistance, program review and policy development, wildlife information and education, project coordination and administration, and service to the profession and our partners.