

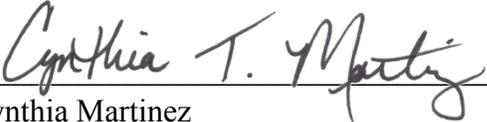
Recommendation 16: *Conduct a new, independent analysis of refuge law enforcement to measure progress and identify needed improvements.*

Overview: The Division of Refuge Law Enforcement, National Wildlife Refuge System (NWRS) has been tasked with completing a functional assessment of the refuge law enforcement program prior to conducting the independent analysis.

Deliverable: An independent analysis of refuge law enforcement.

- *Description:* This assessment will inform the NWRS of issues currently affecting the system including fiscal (allocations and expenditures), training (needs and potential changes), and staffing (salary costs, officer numbers, etc.) and of where the program currently stands in relation to the 2002 Secretary of the Interior law enforcement directives.
- *Approach:* Once the functional assessment is complete (expected June, 2012), a contract will be awarded to an independent evaluator to conduct a comprehensive program analysis.
- *Major Milestones:*
 - Function assessment: June 2012
 - Contract to an independent evaluator shortly thereafter
- *Coordination Need:*
 - None at this time
- *Communications:*
 - Open and transparent process
- *Success and Evaluation:* Needs are identified and progress is measurable. This may include adequately staffed refuges with sufficient officers to protect wildlife and habitat and make refuges safe places for staff and visitors.

Executive Implementation Council Approval:



Cynthia Martinez
Deputy Assistant Director – National Wildlife Refuge System
U.S. Fish and Wildlife Service

APR 30 2012

Date