

Recommendation 3: *Undertake a rapid top-to-bottom assessment of the status of all Refuge system land protection projects and complete a report that will inform development of a plan for the strategic, future growth of the Refuge System.*

Description: As a precursor to developing a strategy for the future growth of the Refuge System, we need to spend some time reviewing and evaluating our land acquisition history. Likewise, we need to develop reexamine the current state of our existing land acquisition program and remind ourselves of the challenges we currently face. Only by understanding our past will we be able to develop a strategic approach to the growth of the Refuge System.

Approach: The Strategic Growth Implementation Team (SGIT) has identified the following approach for developing a historical perspective of the Refuge System’s land acquisition program. This information will be used to evaluate our effectiveness is fulfilling currently identified land acquisition obligations and project future land acquisition capacity.

- Gather data, analyze, and assess for assessment of current land protection projects
- Review and analyze past land acquisition performance using Land Records System and Annual Report of Land Under Control of the USFWS – 1960 to Present
- Project capacity to complete acquisition of existing projects
- Complete first draft of Rapid Assessment Report
- Check in with Refuge System Leadership – Headquarters (HQ) and Executive Implementation Council (EIC)
- Share draft report with Science, Urban Refuge, Conservation Planning, and Community Partnerships Implementation Teams.
- Finalize report

Deliverables:

Major Milestones	Timeframe Date	Comments
Gather data and analyze data	Oct 2011 – Mar 2012	Completed pending review
Review LRS and Annual Report of Lands and analyze past performance	Mar 2012	Completed pending review
Project capacity to complete existing projects	Mar 2012	Completed pending review
Complete first draft of Rapid Assessment Report	By April 1, 2012	Completed
Check in with Leadership – HQ and EIC	By May 1, 2012	Completed – awaiting comments on early draft
Share draft report with Implementation Teams cited above	By May 15, 2012	
Finalize report and deliver to EIC	By May 30, 2012	

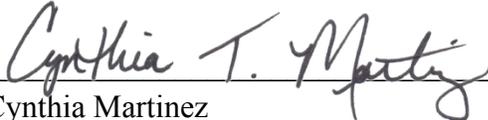
Coordination Need: The draft report will be shared with the Science, Urban Refuge, and Conservation Planning Implementation Teams to solicit comments and suggestions for improvement. No coordination with other Vision Implementation Teams is anticipated at this time.

Success and Evaluation: The Strategic Growth Implementation Team will have been successful in meeting its responsibilities under Recommendation 3 if the following occurs:

- The Rapid Assessment is accurate, well-written, and informative.
- The report serves to illustrate the current state of land acquisition challenges facing the Refuge System.
- The report serves to (1) illustrate the importance of developing a strategic approach to future Refuge System growth and to (2) illustrate the importance of establishing National and Regional priorities for the acquisition of lands for the Refuge System.

Communications: Until such time the Rapid Assessment Report is finalized, only an internal communication strategy is needed for this recommendation. This strategy consists of two elements which are illustrated in the table of deliverables. The first such element is information sharing with Refuge Leadership – Headquarters and the Executive Implementation Council. The second element is information sharing with Vision Implementation Teams that have a vested interest in the topic of strategic growth of the Refuge System. Once completed, the communication strategy for the Rapid Assessment Report will become a supporting document for the communication strategy developed for Recommendation 4.

Executive Implementation Council Approval:



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Date