

**From:** [Ryan Moehring](#)  
**To:** [Bernie Petersen](#); [Jeff King](#); [Will Meeks](#)  
**Cc:** [Anna Munoz](#); [Roya Mogadam](#); [Toni Griffin](#); [Bernardo Garza](#); [Brian Salem](#)  
**Subject:** Final NBR materials  
**Date:** Tuesday, May 16, 2017 2:14:05 PM  
**Attachments:** [NBR NOI NR 065641 FINAL.docx](#)  
[NBR Talking Points 065641 FINAL.docx](#)  
[NBR NOI Comms Plan 065641 FINAL.docx](#)

---

All,

HQ notified us today that our pub date for the National Bison Range CCP package was approved for 5/18. This means we will conduct outreach tomorrow. Please see the attached outreach materials. Note: HQ has advised us to draft a separate news bulletin for the two public scoping meetings. I am working on that now and will share it once it is approved.

Please feel free to call, email, or stop by if you have any questions.

Thanks,  
Ryan

Ryan Moehring  
Public Affairs  
U.S. Fish and Wildlife Service  
Mountain-Prairie Region  
303-236-0345

## **National Bison Range Talking Points**

### **On the Record**

#### **National Bison Range:**

- The Department of the Interior has reviewed the U.S. Fish and Wildlife Service's proposal for management of the National Bison Range and determined it will continue under ownership of the Service.
- Secretary of the Interior Ryan Zinke has stated: "I took a hard look at the current proposal suggesting a new direction for the National Bison Range and assessed what this would mean for Montana and the nation. As Secretary, my job is to look 100 years forward at all of Interior's resources. I recognize the Bison Range is a critical part of our past, present and future, which is why I have changed course."
- As part of the planning process, the Department of the Interior is committed to evaluating a range of options that include opportunities for the Confederated Salish and Kootenai Tribes to participate in the future management of the Range. We hope the CKST will continue to play a pivotal role in our discussions about the best path forward. CSKT will be instrumental in helping make this significant place a true reflection of their and our cultural heritage.

### **On Background**

#### **Comprehensive Conservation Plan:**

- The National Bison Range (NBR) was established on May 23, 1908, by Congress (16 USC 671) for the care and management of a herd of bison when President Theodore Roosevelt signed legislation authorizing funds to purchase suitable land for the conservation of bison.
- The NBR is one of the last intact publicly-owned intermountain native grasslands in the United States. It is located completely within the boundary of the Flathead Reservation, home to the Confederated Salish and Kootenai Tribes (CSKT).
- The overall mission of the 18,800-acre NBR is to maintain a representative herd of bison to ensure the preservation of the species for continued public enjoyment.
- The National Wildlife Refuge System Improvement Act of 1997 requires that every refuge develop a Comprehensive Conservation Plan (CCP) and revise it every 15 years, as needed. CCPs ensure refuge units are managed to fulfill the purposes for which they were established.
- A notice of intent (NOI) was published in the *Federal Register* on January 18, 2017, announcing the Service's development of a CCP for the long term management of the NBR. This began a scoping and engagement process with partners and the public.
- With this determination by the Secretary to maintain NBR as part of the National Wildlife Refuge System, the Service is publishing a revised notice of intent to prepare a CCP and environmental impact statement (EIS) for the NBR opening a 30-day public comment period.

- We intend to follow our normal processes in preparing the CCP. Once finalized, it will outline the resource management goals and visitor recreational activities for the NBR over the next 15 years.
- Ensuring access to public lands in a priority for the Administration and the National Bison Range's CCP will analyze wildlife-dependent recreational opportunities for visitors.
- In order to increase efficiency and save taxpayer dollars, the Service will simultaneously publish a separate NOI, which will gather information necessary to prepare a draft CCP for the rest of the units that make up the National Bison Range Complex. This notice includes Pablo, Lost Trail and Ninepipe National Wildlife Refuges, as well as the Northwest Montana Wetland Management Districts. Running the two processes side-by-side will allow the Service to combine public meetings and outreach; saving time, resources and money.



# BASIC COMMUNICATIONS STRATEGY

## FOR ROUTINE NON-CONTROVERSIAL ANNOUNCEMENTS



### SECTION I: GENERAL INFORMATION

1. **Plan title** National Bison Range Notice of Intent for Planning Process
2. **DTS number** 065641
3. **What is the action triggering this communications plan?** *(Please explain in no more than three sentences)*

The U.S. Fish and Wildlife Service (Service) is publishing a revised notice of intent (NOI) in the *Federal Register* for preparing a draft comprehensive conservation plan and environmental impact statement (CCP/EIS) for the National Bison Range. The Service will simultaneously publish a separate NOI, which will gather information necessary to prepare a draft CCP for the rest of the units that make up the National Bison Range Complex: Pablo, Lost Trail and Ninepipe National Wildlife Refuges, as well as the Northwest Montana Wetland Management Districts.

4. **What is the proposed date for this action? Why has it been selected? Is it flexible?**

The target date to announce the revised NOI is May 17, 2017, upon availability in the *Federal Register* reading room with publication on May 18, 2017.

5. **Which office is leading this communications effort and which other programs, regions or groups are involved?**

Mountain-Prairie Region External Affairs is leading the outreach effort, in consultation with EA in Headquarters and the Department of the Interior's Office of Communications.

### SECTION II: GOALS AND MESSAGES

6. **What story do we want to tell?**

We want our audiences to understand our commitment to managing public lands and the Secretary's stated pledge to keep public lands public for the benefit of all Americans.



We want to convey our desire for an open and transparent public process.

7. **What are our key messages?** *(These should be top concepts that readers should take away, including an understanding of why this action matters and why they should care, not a list of facts, which should be placed in the appendix. List no more than four!)*

#### **Primary Messages**

- The Department of the Interior has reviewed the U.S. Fish and Wildlife Service's proposal for management of the National Bison Range and determined it will continue under Service ownership.
- As part of the planning process, for the Bison Range, the Department of the Interior is committed to evaluating a range of options to include opportunities for the Confederated Salish and Kootenai Tribes (CSKT) to participate in the future management of the Range.
- For more than 100 years the National Bison Range has played a critical role in protecting American bison, one of the most iconic species of the West.
- From an initial herd of 40, today 350-500 bison now call the National Bison Range home. Animals from this herd are also relocated to various herds around the country in an effort to maximize genetic diversity among all federally-managed bison.

#### **Secondary Messages**

- The publication of the revised notice of intent for the National Bison Range CCP/EIS opens a 30-day public comment period.
- Once finalized, the CCP will outline the resource management goals and visitor recreational activities for the National Bison Range over the next 15 years.
- By law, the Service is required to develop a CCP for each refuge it manages, outlining specific resource management goals to meet the purpose of that refuge and the mission of the National Wildlife Refuge System as a whole.
- By the late 1800s, the U.S. bison population had plummeted from an estimated 30-60 million animals to a low of just 100 individuals in the wild. In response to this radical decline, in 1908 Congress enacted legislation to establish the National Bison Range as a sanctuary for the imperiled species.
- As the National Bison Range lies entirely within the boundary of the Flathead Indian Reservation of the CSKT, the Service will invite the CSKT to participate as a cooperating agency in development of the CCP and EIS. Members of the CSKT have a cultural, historical, or geographic connection to the land and resources of the NBR.

### **SECTION III: IMPLEMENTATION**

**8. Implementation timeline** *(If not known, put TBD or the number of days/hours before/after the announcement)*

Target Date	Tactic	Responsible
All times are in the Mountain (ET -2) time zone		
May 15, 2017	NOI delivered to <i>Federal Register</i>	HQ Refuges
*May 17, 2017*	NOI available in the <i>Federal Register</i> reading room	PPM
May 17, 2017 10:00 a.m.	Tribal Outreach	R6-EA Munoz
May 17, 2017 10:00 a.m.	Congressional Outreach	R6-EA Mogadam HQ-CLA Helfrich
May 17, 2017 12:00 p.m.	Media outreach	R6-EA Moehring
May 17, 2017 12:00 p.m.	Partner Notifications	R6 and HQ DPIA
May 18, 2017	NOI publishes in the <i>Federal Register</i> reading room	PPM

\*Requested date subject to confirmation from the Office of the Federal Register

**9. Which communications tools are needed to support these strategies and tactics?** *(Be as specific as possible about the products identified and who will produce them)*

Tool	Responsible	Due Date
News Release	R6-EA Moehring HQ PUB	May 8, 2017
Communications Plan	R6-EA Moehring HQ PUB	May 8, 2017
Talking Points	R6-EA Moehring HQ PUB	May 8, 2017

**10. Social media plan** *(Provide a list of accounts to be used as well as sample hashtags, messages, multimedia and other links, etc. as appropriate )*

No social media planned.

**11. Stakeholder contact grids** *(For each, paste in a table that provides organization name, contact person, how the person will be contacted, phone or email address as appropriate and a name of the person who will be making contact)*

**Internal**

HQ PUB will share with R6 EA. R6 EA will share with National Bison Range and associated national wildlife refuges.

**External**

<b><u>Organization:</u></b>	<b><u>Name:</u></b>	<b><u>Email:</u></b>	<b><u>Contacted by:</u></b>
National Wildlife Refuge Association/CARE	Desiree Sorenson-Groves	dgroves@refugeassociation.org	HQ DPIA
National Wildlife Federation	Naomi Edelson Jim Lyon	edelson@nwf.org lyon@nwf.org	HQ DPIA
Association of Fish & Wildlife Agencies	Jen Mock-Schaeffer	jenmock@fishwildlife.org	HQ DPIA
Theodore Roosevelt Conservation Partnership	Geoff Mullins	gmullins@trcp.org	HQ DPIA

**12. Congressional member email list**

Montana Senator Jon Tester	State Director Dayna Swanson	Dayna_swanson@tester.senate.gov 406-728-3003
Montana Senator Steve Daines	State Director Charles Robison	Charles_robison@daines.senate.gov 406-443-3189

**13. Congressional committee email list**

CLA will send outreach to authorizing committee staff and Division of Budget will send to appropriations committee staff.

Senate Appropriations Interior S/C – Majority	Chris_Tomassi@appro.senate.gov	(202) 224-7233
Senate Appropriations Interior S/C – Minority	melissa_zimmerman@appro.senate.gov	(202) 228-0774
Senate EPW – Majority	Matt_Leggett@epw.senate.gov Andrew_Harding@epw.senate.gov James_Willson@epw.senate.gov	(202) 224-6176
Senate EPW – Minority	Gabrielle_Batkin@epw.senate.gov Christophe_Tulou@epw.senate.gov	(202) 224-8832
Senate EPW W&W S/C – Majority	Joe_Brown@boozman.senate.gov	(202) 224-4843
Senate EPW W&W S/C – Minority	Radha_Adhar@duckworth.senate.gov	(202) 224-2854
Senate ENR – Majority	chuck_kleeschulte@energy.senate.gov lucy_murfitt@energy.senate.gov Heidi_Hansen@energy.senate.gov Colin_hayes@energy.senate.gov	(202) 224-4971
Senate ENR – Minority	david_brooks@energy.senate.gov	(202) 224-4971
House Appropriations Interior S/C – Majority	darren.benjamin@mail.house.gov	(202) 225-3081
House Appropriations Interior S/C – Minority	rita.culp@mail.house.gov Jocelyn_hunn@mail.house.gov	(202) 225-3481
House Natural Resources – Majority	mike.freeman@mail.house.gov erica.rhoad@mail.house.gov william.ball@mail.house.gov todd.ungerecht@mail.house.gov parish.braden@mail.house.gov Christopher.Santini@mail.house.gov aniela.butler@mail.house.gov Brandon.Miller@mail.house.gov Megan.Olmstead@mail.house.gov	(202) 225-2761
House Natural Resources – Minority	Matt.Strickler@mail.house.gov brandon.bragato@mail.house.gov Sarah.Parker2@mail.house.gov daniel.torrez@mail.house.gov	(202) 225-6065

#### **SECTION IV: PRIMARY POINTS OF CONTACT**

- 14. Media coordinators** *(For national-level plans, list at least one person from HQ Public Affairs and others from region/program if appropriate. For regional-level plans, only regional coordinators are required. Enter name, email and phone)*

Ryan Moehring, [Ryan\\_Moehring@fws.gov](mailto:Ryan_Moehring@fws.gov), 303-236-0345 (R6)  
Vanessa Kauffman, [vanessa\\_kauffman@fws.gov](mailto:vanessa_kauffman@fws.gov), 703-358-2138 (HQ)

- 15. Congressional coordinators** *(For national-level plans, list at least one person from HQ Public Affairs and others from region/program if appropriate. For regional-level plans, only regional coordinators are required. Enter name, email and phone)*

Roya Mogadam, [Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov), 303-236-4572 (R6)  
Devin Helfrich, [devin\\_helfrich@fws.gov](mailto:devin_helfrich@fws.gov), 703-358-2130 (HQ)

- 16. Subject matter experts available for interview** *(Must be approved by HQ Public Affairs for an HQ-led announcement or by Regional Public Affairs for region-led announcement. Enter name, email and phone)*

Will Meeks, [Will\\_Meeks@fws.gov](mailto:Will_Meeks@fws.gov), 303-236-4303

- 17. Additional technical experts for reference** *(Enter name, email and phone)*

Secretary Ryan Zinke or surrogate (arranged by DOI in coordination with HQ)  
Cynthia Martinez (arranged by HQ)  
Noreen Walsh (arranged by R6)

- 18. Are there any non-FWS points of contact for this action?** *(Enter name, organization, role, email and phone)*

Confederated Salish and Kootenai Tribes  
Contact: Robert McDonald, [robertmc@cskt.org](mailto:robertmc@cskt.org). Phone: 406-675-2700, ext. 1222

## **SECTION V: DOCUMENT INFO**

**19. Date Created**

**Created By**

05/03/2017	Ryan Moehring
------------	---------------

**20. Date last edited                      Edited By**

05/05/2017	Ryan Moehring
05/05/2017	Roya Mogadam
05/05/2017	Will Meeks
05/08/2017	Vanessa Kauffman
05/08/2017	Gavin Shire
05/08/2017	Angela Gustavson
05/08/2017	DL Hobbs
05/08/2017	Vanessa Kauffman
05/08/2017	Aaron Mize
05/08/2017	Gavin Shire
05/08/2017	Vanessa Kauffman

**APPENDIX: ADDITIONAL BACKGROUND INFORMATION AND MATERIALS**

***DO NOT PUT OTHER MATERIALS SUCH AS FAQs, NEWS RELEASE OR TALKING POINTS IN THIS SECTION. KEEP THOSE AS SEPARATE DOCUMENTS.***

*(Consider the following: What is the historical context? Does this relate to other issues that may not immediately be apparent (consider other programs and regions)? Is there a scientific basis to this issue? If so what is it?)*

--

# News Release



**U.S. Fish and Wildlife Service  
Mountain-Prairie Region  
134 Union Boulevard  
Lakewood, Colorado 80228**

FOR IMMEDIATE RELEASE

May 17, 2017

Contact: Ryan Moehring, (303) 236-0345; [Ryan\\_Moehring@fws.gov](mailto:Ryan_Moehring@fws.gov)

## **National Bison Range Will Continue Under U.S. Fish and Wildlife Service Ownership**

### ***Service Opens 30-day Comment Period to Seek Public Input for Future Planning Efforts***

**DENVER** – The Department of the Interior has reviewed the U.S. Fish and Wildlife Service’s proposal for management of the National Bison Range and determined it will continue under Service ownership.

“I took a hard look at the current proposal suggesting a new direction for the National Bison Range and assessed what this would mean for Montana and the nation,” said U.S. Secretary of the Interior Ryan Zinke. “As Secretary, my job is to look 100 years forward at all of Interior’s resources. I recognize the Bison Range is a critical part of our past, present and future, which is why I have changed course.”

The Service will resume its review of future management actions at the range by publishing a revised notice of intent to prepare a comprehensive conservation plan (CCP) and accompanying environmental impact statement (EIS). The draft CCP/EIS will include detailed information about the planning process and will outline a range of management alternatives based on public input received over the years. Once finalized, the CCP will determine the resource management goals and visitor recreational activities for the National Bison Range over the next 15 years.

By law, the Service is required to develop a CCP for each refuge it manages, outlining specific resource management goals to meet the purpose of that refuge and the mission of the National Wildlife Refuge System as a whole. The CCP process is a collaborative process and includes partners and the public in its development.

The National Bison Range lies entirely within the boundary of the Flathead Indian Reservation of the Confederate Salish and Kootenai Tribes (CSKT). As part of the planning process, the Department of the Interior is committed to evaluating a range of options that include opportunities for the CSKT to participate in the future management of the Range. Accordingly, the CSKT will be invited to be a cooperating agency in the development of the CCP and EIS. In

addition to their wildlife conservation experience and expertise, members of the CSKT have a cultural, historical, and geographic connection to these lands.

For more than 100 years the National Bison Range has played a critical role in protecting American bison, one of the most iconic species in the American West. By the late 1800s, the bison population in the United States had plummeted from an estimated 30-60 million animals to a low of just 100 bison in the wild. In response to this radical decline, in 1908 President Theodore Roosevelt, signed legislation establishing the National Bison Range as a sanctuary for the imperiled species.

From an initial herd of 40, today, 350-500 bison now call the National Bison Range home. Animals from this herd are also relocated to various herds around the country in an effort to maximize genetic diversity among all federally-managed bison.

The Service is opening a 30-day public comment period for the public to comment on the scope of the CCP/EIS. Written comments must be received on or before June 19, 2017. The public may submit comments in two ways:

- Email: [Scoping@NBR@fws.gov](mailto:Scoping@NBR@fws.gov)
- Mail or hand delivery: Toni Griffin, Refuge Planner, NBR CCP, 134 Union Boulevard, Lakewood, CO 80228

In order to increase efficiency and save taxpayer dollars, the Service is simultaneously publishing a separate notice of intent today, which will gather information necessary to prepare a draft CCP for the rest of the units that make up the National Bison Range Complex. This notice includes Pablo, Lost Trail and Ninepipe National Wildlife Refuges, as well as the Northwest Montana Wetland Management Districts. Running the two processes side-by-side will allow the Service to combine public meetings and outreach; saving time, resources and money. Comments on that notice of intent can be delivered in the same two ways as listed above.

To learn more about the NBR visit: [https://www.fws.gov/refuge/national\\_bison\\_range/](https://www.fws.gov/refuge/national_bison_range/).

*The mission of the U.S. Fish and Wildlife Service is working with others to conserve, protect and enhance fish, wildlife, plants and their habitats for the continuing benefit of the American people. We are both a leader and trusted partner in fish and wildlife conservation, known for our scientific excellence, stewardship of lands and natural resources, dedicated professionals and commitment to public service.*

*For more information on our work and the people who make it happen, visit <http://www.fws.gov/mountain-prairie/>. Connect with our Facebook page at <http://www.facebook.com/USFWSMountainPrairie>, follow our tweets at <http://twitter.com/USFWSMtnPrairie>, watch our YouTube Channel at <http://www.youtube.com/usfws> and download photos from our Flickr page at <http://www.flickr.com/photos/usfwsmtnpairie/>.*



**From:** [Robert Mansheim](#)  
**To:** [Garza, Bernardo](#)  
**Subject:** Re: NBR CCP webpage  
**Date:** Wednesday, May 17, 2017 11:15:26 AM

---

Thanks.

***Rob Mansheim / Digital Communications Specialist***

USFWS Mountain-Prairie Region External Affairs

[134 Union Blvd, Lakewood, CO 80228](#)

[robert\\_mansheim@fws.gov](mailto:robert_mansheim@fws.gov)

[303.236.4267](tel:303.236.4267) | c.[720.390.0160](tel:720.390.0160)

<http://www.fws.gov/mountain-prairie>

On May 17, 2017, at 10:56 AM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:

I'm preparing all that Robert and will have it for you by noon

Bernardo

On Wed, May 17, 2017 at 10:54 AM, Mansheim, Robert

<[robert\\_mansheim@fws.gov](mailto:robert_mansheim@fws.gov)> wrote:

Ok thank you. I still need information for an introduction much like RMA has here. [http://www.fws.gov/mountain-prairie/refuges/co\\_rkm.php](http://www.fws.gov/mountain-prairie/refuges/co_rkm.php)

***Rob Mansheim / Digital Communications Specialist***

USFWS Mountain-Prairie Region External Affairs

134 Union Blvd, Lakewood, CO 80228

[robert\\_mansheim@fws.gov](mailto:robert_mansheim@fws.gov)

303.236.4267 | c.[720.390.0160](tel:720.390.0160)

<http://www.fws.gov/mountain-prairie>

On Wed, May 17, 2017 at 10:35 AM, Griffin, Toni <[toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov)> wrote:

Good Morning Robert,

We received word from EA that the NOIs for the National Bison Range Complex CCPs will publish in the federal register tomorrow (5/18). Our goal is to make the NBR Planning webpage "live" by COB today, which will allow people to obtain project information when the notices are published tomorrow am. Bernardo is working on the informational text for the webpage and will provide text to you by noon today.

A couple additional items that need to be included on the webpage

are...

Under **Documents** tab: post two pdf files of the NOIs (attached).

Under **Contact Information** tab:

- NBR email address (for submitting comments):  
[scoping\\_NBR@fws.gov](mailto:scoping_NBR@fws.gov)
- Wetland Management Districts and Associated Refuges email address (for submitting comments):  
[scoping\\_pablo\\_ninepipe@fws.gov](mailto:scoping_pablo_ninepipe@fws.gov)
- NBR website: The NOIs refer the reader to the field station website: [https://www.fws.gov/refuge/national\\_bison\\_range/](https://www.fws.gov/refuge/national_bison_range/).
  - Someone will need to post a message about the CCP process and scoping period with a link to the RO Refuges Planning website on the field station webpage. I'm not sure who has the ability to make these edits to the field station webpage.

I'm teleworking today, email or cell phone is the best way to reach me if you have any questions. My cell phone # is: (b) (6).

Thank you,

Toni

**Toni Griffin**  
Refuge Planning  
Mountain-Prairie Region  
U.S. Fish & Wildlife Service  
134 Union Blvd  
Lakewood, CO 80228  
Office Phone: 303/236-4378  
Telework: Tuesday, Friday

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

**From:** [Griffin, Toni](#)  
**To:** [Robert Mansheim](#)  
**Cc:** [Bernardo Garza](#); [Ryan Moehring](#)  
**Subject:** Fwd: National Bison Range Will Continue Under U.S. Fish and Wildlife Service Ownership  
**Date:** Wednesday, May 17, 2017 12:12:25 PM

---

Robert,

Can you post a copy of this news release on the RO NBR Planning website under the Documents tab please? Thank you.

**Toni Griffin**  
Refuge Planning  
Mountain-Prairie Region  
U.S. Fish & Wildlife Service  
134 Union Blvd  
Lakewood, CO 80228  
Office Phone: 303/236-4378  
Telework: Tuesday, Friday

----- Forwarded message -----

**From:** **FWS Region 6** <[news@meltwaterpress.com](mailto:news@meltwaterpress.com)>  
**Date:** Wed, May 17, 2017 at 11:56 AM  
**Subject:** National Bison Range Will Continue Under U.S. Fish and Wildlife Service Ownership  
**To:** [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov)

## U.S. Fish and Wildlife Service

# News Release

**U.S. Fish and Wildlife Service**  
Mountain-Prairie Region  
134 Union Blvd., Lakewood, Colorado 80228

<http://www.fws.gov/mountain-prairie>



FOR IMMEDIATE RELEASE

May 17, 2017

Contact: Ryan Moehring, 303-236-0345; [Ryan\\_Moehring@fws.gov](mailto:Ryan_Moehring@fws.gov)

### **National Bison Range Will Continue Under U.S. Fish and Wildlife Service Ownership**

*Service Opens 30-day Comment Period to Seek Public Input for Future Planning Efforts*

**DENVER** – The Department of the Interior has reviewed the U.S. Fish and Wildlife Service’s proposal for management of the National Bison Range and determined it will continue under Service ownership.

“I took a hard look at the current proposal suggesting a new direction for the National Bison Range and assessed what this would mean for Montana and the nation,” said U.S. Secretary of the Interior Ryan Zinke. “As Secretary,

my job is to look 100 years forward at all of Interior's resources. I recognize the Bison Range is a critical part of our past, present and future, which is why I have changed course.”

The Service will resume its review of future management actions at the range by publishing a revised notice of intent to prepare a comprehensive conservation plan (CCP) and accompanying environmental impact statement (EIS). The draft CCP/EIS will include detailed information about the planning process and will outline a range of management alternatives based on public input received over the years. Once finalized, the CCP will determine the resource management goals and visitor recreational activities for the National Bison Range over the next 15 years.

By law, the Service is required to develop a CCP for each refuge it manages, outlining specific resource management goals to meet the purpose of that refuge and the mission of the National Wildlife Refuge System as a whole. The CCP process is a collaborative process and includes partners and the public in its development.

The National Bison Range lies entirely within the boundary of the Flathead Indian Reservation of the Confederated Salish and Kootenai Tribes (CSKT). As part of the planning process, the Department of the Interior is committed to evaluating a range of options that include opportunities for the CSKT to participate in the future management of the Range. Accordingly, the CSKT will be invited to be a cooperating agency in the development of the CCP and EIS. In addition to their wildlife conservation experience and expertise, members of the CSKT have a cultural, historical, and geographic connection to these lands.

For more than 100 years the National Bison Range has played a critical role in protecting American bison, one of the most iconic species in the American West. By the late 1800s, the bison population in the United States had plummeted from an estimated 30-60 million animals to a low of just 100 bison in the wild. In response to this radical decline, in 1908 President Theodore Roosevelt, signed legislation establishing the National Bison Range as a sanctuary for the imperiled species.

From an initial herd of 40, today, 350-500 bison now call the National Bison Range home. Animals from this herd are also relocated to various herds around the country in an effort to maximize genetic diversity among all federally-managed bison.

The Service is opening a 30-day public comment period for the public to comment on the scope of the CCP/EIS. Written comments must be received on or before June 19, 2017. The public may submit comments in two ways:

- Email: [Scoping@NBR@fws.gov](mailto:Scoping@NBR@fws.gov)
- Mail or hand delivery: Toni Griffin, Refuge Planner, NBR CCP, 134 Union Boulevard, Lakewood, CO 80228

In order to increase efficiency and save taxpayer dollars, the Service is simultaneously publishing a separate notice of intent today, which will gather information necessary to prepare a draft CCP for the rest of the units that make up the National Bison Range Complex. This notice includes Pablo, Lost Trail and Ninepipe National Wildlife Refuges, as well as the Northwest Montana Wetland Management Districts. Running the two processes side-by-side will allow the Service to combine public meetings and outreach; saving time, resources and money. Comments on that notice of intent can be delivered in the same two ways as listed above.

To learn more about the NBR visit: [https://www.fws.gov/refuge/national\\_bison\\_range/](https://www.fws.gov/refuge/national_bison_range/).

*The mission of the U.S. Fish and Wildlife Service is working with others to conserve, protect and enhance fish, wildlife, plants and their habitats for the continuing benefit of the American people. We are both a leader and trusted partner in fish and wildlife conservation, known for our scientific excellence, stewardship of lands and natural resources, dedicated professionals and commitment to public service.*

For more information on our work and the people who make it happen, visit <http://www.fws.gov/mountain-prairie/>. Connect with our Facebook page at <http://www.facebook.com/USFWSMountainPrairie>, follow our tweets at <http://twitter.com/USFWSMtnPrairie>, watch our YouTube Channel at <http://www.youtube.com/usfws> and download photos from our Flickr page at <http://www.flickr.com/photos/usfwsmtnpairie/>.

– FWS –



**From:** [Garza, Bernardo](#)  
**To:** [Roya Mogadam](#)  
**Subject:** Invitation Letters  
**Date:** Wednesday, May 24, 2017 2:24:03 PM  
**Attachments:** [CSKT invite in Letterhead.docx](#)  
[CDA Tribe invite in Letterhead.docx](#)  
[MTFWP Director CCP Development Invit in Letterhead.docx](#)

---

Roya,

Per our conversation, I'm attaching the subject letters.

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**













**From:** [Mogadam, Roya](#)  
**To:** [Garza, Bernardo](#)  
**Subject:** Re: Invitation Letters  
**Date:** Wednesday, May 24, 2017 3:08:51 PM  
**Attachments:** [CSKT invite in Letterhead.EA Edits.docx](#)

---

Hi Berndardo -

I edited the CSKT one slightly and printed it off for Matt/Noreen's surname. Still waiting to hear back from HQ on guidance for clearance so I will share with Stephanie that these are for surname only (not signature) until we get HQ/DOI guidance.

-Roya

On Wed, May 24, 2017 at 2:24 PM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:

Roya,

Per our conversation, I'm attaching the subject letters.

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service**, Mountain-Prairie Region  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)  
(303) 236-4572





**From:** [Huggler, Matthew](#)  
**To:** [Mogadam, Roya](#)  
**Cc:** [DJ Monette](#); [Gavin Shire](#); [Doug Hobbs](#); [Scott Aikin](#); [Charisa Morris](#); [Stephanie Potter](#); [Will Meeks](#); [Bernardo Garza](#); [Toni Griffin](#); [Maureen Gallagher](#); [Bernie Petersen](#); [Anna Munoz](#)  
**Subject:** Re: National Bison Range Letters to Tribes, County, etc.  
**Date:** Thursday, June 1, 2017 8:50:43 AM

---

Roya,

My understanding is that letters to tribal letters need to be cleared through ExecSec, if only the template. Charisa will know the latest on that front, however.

I do not know what the status of these particular letters are.

- Matt

---

Matthew C. Huggler  
Deputy Assistant Director - External Affairs  
U.S. Fish and Wildlife Service  
5275 Leesburg Pike, MS: EA  
Falls Church, VA 22041-3803  
(703) 358-2243 (office)  
(202) 460-8402 (cell)

On Thu, Jun 1, 2017 at 10:31 AM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hi Folks-

This is getting really really tight. We need some guidance ASAP on this. **Toni - would you please share the RD surnamed letter with this group.**

To clarify:

- 1) DJ/Charisa - we need to know if we need further clearance to send tribal letters
- 2) Gavin/Doug/Matt - we need to know if the Department has cleared this, needs to clear this, etc.

These meetings are next week, we need to send out today via email at the very least.

Thanks,

-Roya

On Thu, May 25, 2017 at 3:04 PM, DJ Monette <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

Hi Roya,

Sorry, I misread your ask. I don't believe you need to have DOI review on the Tribal invitation letters to for them to participate.

Copying Charisa here to double check.

Thanks,

DJ

Sent from my iPhone

On May 25, 2017, at 3:28 PM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hi DJ, I'm not sure what you mean, we are looking for guidance about whether the letters need to be reviewed, not the CCP process. We already announced in the FR the CCP process, now we want to send letters to tribes and other interested parties (county officials, other federal agencies) inviting them to be a part of the process.

-Roya

On Thu, May 25, 2017 at 1:19 PM, DJ Monette <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

The CCP process is a FR process so the answer is yes.

Sent from my iPhone

On May 24, 2017, at 4:24 PM, Mogadam, Roya  
<[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hey,

Quick question, we are about to finish surnaming the letters going to tribes, county officials, other federal agencies, etc. inviting them to be a part of the CCP process. Do these need to be reviewed by the Department before Noreen signs?

-Roya

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)  
(303) 236-4572



--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)  
(303) 236-4572

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)  
(303) 236-4572

**From:** [Shire, Gavin](#)  
**To:** [Mogadam, Roya](#)  
**Cc:** [DJ Monette](#); [Doug Hobbs](#); [Scott Aikin](#); [Matthew Huggler](#); [Charisa Morris](#); [Stephanie Potter](#); [Will Meeks](#); [Bernardo Garza](#); [Toni Griffin](#); [Maureen Gallagher](#); [Bernie Petersen](#); [Anna Munoz](#)  
**Subject:** Re: National Bison Range Letters to Tribes, County, etc.  
**Date:** Thursday, June 1, 2017 8:53:38 AM

---

I have not submitted anything to OCO for clearance and don't believe Laury has either. This would not need to be cleared through them as far as I'm aware. We would at most provide a heads up. Don't know what other channels it would need to be cleared through, though.

G

Gavin Shire  
Chief of Public Affairs  
U.S. Fish and Wildlife Service  
MS: EA  
5275 Leesburg Pike  
Falls Church, VA 22041-3803  
703-358-2649 (o)  
703-346-9123 (c)  
[gavin\\_shire@fws.gov](mailto:gavin_shire@fws.gov)

On Thu, Jun 1, 2017 at 10:31 AM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:  
Hi Folks-

This is getting really really tight. We need some guidance ASAP on this. **Toni - would you please share the RD surnamed letter with this group.**

To clarify:

- 1) DJ/Charisa - we need to know if we need further clearance to send tribal letters
- 2) Gavin/Doug/Matt - we need to know if the Department has cleared this, needs to clear this, etc.

These meetings are next week, we need to send out today via email at the very least.

Thanks,

-Roya

On Thu, May 25, 2017 at 3:04 PM, DJ Monette <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

Hi Roya,

Sorry, I misread your ask. I don't believe you need to have DOI review on the Tribal invitation letters to for them to participate.

Copying Charisa here to double check.

Thanks,

DJ

Sent from my iPhone

On May 25, 2017, at 3:28 PM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hi DJ, I'm not sure what you mean, we are looking for guidance about whether the letters need to be reviewed, not the CCP process. We already announced in the FR the CCP process, now we want to send letters to tribes and other interested parties (county officials, other federal agencies) inviting them to be a part of the process.

-Roya

On Thu, May 25, 2017 at 1:19 PM, DJ Monette <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

The CCP process is a FR process so the answer is yes.

Sent from my iPhone

On May 24, 2017, at 4:24 PM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hey,

Quick question, we are about to finish surnaming the letters going to tribes, county officials, other federal agencies, etc. inviting them to be a part of the CCP process. Do these need to be reviewed by the Department before Noreen signs?

-Roya

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)  
(303) 236-4572

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)  
(303) 236-4572

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)  
(303) 236-4572

**From:** [Monette, DJ](#)  
**To:** [Huggler, Matthew](#)  
**Cc:** [Mogadam, Roya](#); [Gavin Shire](#); [Doug Hobbs](#); [Scott Aikin](#); [Charisa Morris](#); [Stephanie Potter](#); [Will Meeks](#); [Bernardo Garza](#); [Toni Griffin](#); [Maureen Gallagher](#); [Bernie Petersen](#); [Anna Munoz](#)  
**Subject:** Re: National Bison Range Letters to Tribes, County, etc.  
**Date:** Friday, June 2, 2017 5:38:11 AM  
**Attachments:** [Tribal Correspondence Review Process Q&As.docx](#)

---

Hello Folks,

Attached below is a Q&A document regarding DOI review of Tribal correspondence that I worked with Charisa on. This has been vetted with DOI.

Charisa, please let us know if this document has been updated further since we worked on it last.

Please let me know if you have any questions.

Thanks,

DJ

On Thu, Jun 1, 2017 at 10:50 AM, Huggler, Matthew <[matthew\\_huggler@fws.gov](mailto:matthew_huggler@fws.gov)> wrote:  
Roya,

My understanding is that letters to tribal letters need to be cleared through ExecSec, if only the template. Charisa will know the latest on that front, however.

I do not know what the status of these particular letters are.

- Matt

---

Matthew C. Huggler  
Deputy Assistant Director - External Affairs  
U.S. Fish and Wildlife Service  
5275 Leesburg Pike, MS: EA  
Falls Church, VA 22041-3803  
(703) 358-2243 (office)  
(202) 460-8402 (cell)

On Thu, Jun 1, 2017 at 10:31 AM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:  
Hi Folks-

This is getting really really tight. We need some guidance ASAP on this. **Toni - would you please share the RD surnamed letter with this group.**

To clarify:

- 1) DJ/Charisa - we need to know if we need further clearance to send tribal letters
- 2) Gavin/Doug/Matt - we need to know if the Department has cleared this, needs to clear

this, etc.

These meetings are next week, we need to send out today via email at the very least.

Thanks,

-Roya

On Thu, May 25, 2017 at 3:04 PM, DJ Monette <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

Hi Roya,

Sorry, I misread your ask. I don't believe you need to have DOI review on the Tribal invitation letters to for them to participate.

Copying Charisa here to double check.

Thanks,

DJ

Sent from my iPhone

On May 25, 2017, at 3:28 PM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hi DJ, I'm not sure what you mean, we are looking for guidance about whether the letters need to be reviewed, not the CCP process. We already announced in the FR the CCP process, now we want to send letters to tribes and other interested parties (county officials, other federal agencies) inviting them to be a part of the process.

-Roya

On Thu, May 25, 2017 at 1:19 PM, DJ Monette <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

The CCP process is a FR process so the answer is yes.

Sent from my iPhone

On May 24, 2017, at 4:24 PM, Mogadam, Roya  
<[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hey,

Quick question, we are about to finish surnaming the letters going to tribes, county officials, other federal agencies, etc. inviting them to be a part of the CCP process. Do these need

to be reviewed by the Department before Noreen signs?

-Roya

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

--

DJ Monette

U.S. Fish and Wildlife Service - Headquarters, Washington, DC

Associate Native American Liaison Advisor

Cell: (413) 244-4495

[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)



Tribal Correspondence Review Process Q & A's:

1. *Question: Does "Tribal leader" also mean "Tribal Chairman", "Tribal Chairwomen", Tribal Chairperson", "Tribal Governor", Tribal President", "Tribal Chief", "Chief Sachem", etc?*

Answer: YES

2. *Question: Do letters to any other Tribal employees (e.g., Tribal Historic Preservation Officer, Tribal Natural Resource Coordinator, or other Tribal department lead or staff, etc.) or Tribal members need Departmental review?*

Answer: NO

3. *Question: Does the term "Governor" in the memo refer to the governor of a state?*

Answer: YES

4. *Question: Does a letter being sent to a Tribal leader need Departmental review if it involves any of the following:*

- *Policy*
- *Federal Register*
- *NEPA process/EA*
- *A political implications*
- *Potential controversy*
- *Anything that might be reviewed at the Departmental level*

Answer: YES

5. *Question: Does a letter (consultation invitation letter) to a Tribal leader inviting a Tribe to consult regarding project/action with a FWS nexus need Departmental review?*

Answer: NO, unless it involves one of the following issues:

- *Policy*
- *Federal Register*
- *NEPA process/EA*
- *A political implications*
- *Potential controversy*
- *Anything that might be reviewed at the Departmental level*

6. *Question: If invitations to consult on a single action will be sent to multiple Tribes, is it Ok to have a template letter reviewed?*

Answer: YES, as long as there is an attachment that lists the names of all the Tribes receiving the template letter.

7. *Question: Do enclosures/attachments to a letter need to be reviewed, also?*

Answer: YES, but only if it is relevant and substantive (e.g., map attachments may be unnecessary).

8. *Question: Are letters inviting Sec. 106 consultation under the National Historic Preservation Act, exempt from Departmental review?*

Answer: YES, providing the project/action does not involve any of the “triggers” listed in the above bullets.

9. *Question: Will this review requirement go on indefinitely?*

Answer: YES, until further notice.

10. *Question: Is there another DOI memo directing bureaus of offices to submit Tribal leader letters for Departmental review, or, is the January 20, 2017 Memo the only DOI memo that direct this?*

Answer: NO, the January 20, 2017 DOI Memo and these FWS-specific Q&A’s are the only guidance at this time.

=====

**From:** [Morris, Charisa](#)  
**To:** [Monette, DJ](#)  
**Cc:** [Huggler, Matthew](#); [Mogadam, Roya](#); [Gavin Shire](#); [Doug Hobbs](#); [Scott Aikin](#); [Stephanie Potter](#); [Will Meeks](#); [Bernardo Garza](#); [Toni Griffin](#); [Maureen Gallagher](#); [Bernie Petersen](#); [Anna Munoz](#)  
**Subject:** Re: National Bison Range Letters to Tribes, County, etc.  
**Date:** Friday, June 2, 2017 1:42:57 PM

---

My original response to this thread never got out of my drafts box. No, there have been no updates to that guidance. Thank you for sharing, DJ. Please let me know if there any still questions. We can always seek guidance for unusual or unclear circumstances from Exec Sec.

On Fri, Jun 2, 2017 at 7:38 AM, Monette, DJ <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

Hello Folks,

Attached below is a Q&A document regarding DOI review of Tribal correspondence that I worked with Charisa on. This has been vetted with DOI.

Charisa, please let us know if this document has been updated further since we worked on it last.

Please let me know if you have any questions.

Thanks,

DJ

On Thu, Jun 1, 2017 at 10:50 AM, Huggler, Matthew <[matthew\\_huggler@fws.gov](mailto:matthew_huggler@fws.gov)> wrote:  
Roya,

My understanding is that letters to tribal letters need to be cleared through ExecSec, if only the template. Charisa will know the latest on that front, however.

I do not know what the status of these particular letters are.

- Matt

---

Matthew C. Huggler  
Deputy Assistant Director - External Affairs  
U.S. Fish and Wildlife Service  
5275 Leesburg Pike, MS: EA  
Falls Church, VA 22041-3803  
(703) 358-2243 (office)  
(202) 460-8402 (cell)

On Thu, Jun 1, 2017 at 10:31 AM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:  
Hi Folks-

This is getting really really tight. We need some guidance ASAP on this. **Toni - would you please share the RD surnamed letter with this group.**

To clarify:

- 1) DJ/Charisa - we need to know if we need further clearance to send tribal letters
- 2) Gavin/Doug/Matt - we need to know if the Department has cleared this, needs to clear this, etc.

These meetings are next week, we need to send out today via email at the very least.

Thanks,

-Roya

On Thu, May 25, 2017 at 3:04 PM, DJ Monette <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

Hi Roya,

Sorry, I misread your ask. I don't believe you need to have DOI review on the Tribal invitation letters to for them to participate.

Copying Charisa here to double check.

Thanks,

DJ

Sent from my iPhone

On May 25, 2017, at 3:28 PM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hi DJ, I'm not sure what you mean, we are looking for guidance about whether the letters need to be reviewed, not the CCP process. We already announced in the FR the CCP process, now we want to send letters to tribes and other interested parties (county officials, other federal agencies) inviting them to be a part of the process.

-Roya

On Thu, May 25, 2017 at 1:19 PM, DJ Monette <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

The CCP process is a FR process so the answer is yes.

Sent from my iPhone

On May 24, 2017, at 4:24 PM, Mogadam, Roya  
<[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hey,

Quick question, we are about to finish surnaming the letters going to tribes, county officials, other federal agencies, etc. inviting them to be a part of the CCP process. Do these need to be reviewed by the Department before Noreen signs?

-Roya

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

|  
--  
DJ Monette

U.S. Fish and Wildlife Service - Headquarters, Washington, DC

Associate Native American Liaison Advisor

Cell: (413) 244-4495

[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)

--  
[Charisa\\_Morris@fws.gov](mailto:Charisa_Morris@fws.gov) | Chief of Staff, Office of the Director | U.S. Fish & Wildlife  
Service | 1849 C Street NW, Room 3348 | Washington, DC 20240 | (202) 208-3843 | For urgent matters, please  
dial cell: 301-875-8937

**From:** [Griffin, Toni](#)  
**To:** [Bernardo Garza](#)  
**Subject:** Fwd: FW: National Bison Range Letters to Tribes, County, etc.  
**Date:** Monday, June 5, 2017 10:22:43 AM

---

**Toni Griffin**  
Refuge Planning  
Mountain-Prairie Region  
U.S. Fish & Wildlife Service  
134 Union Blvd  
Lakewood, CO 80228  
Office Phone: 303/236-4378  
Telework: Tuesday, Friday

----- Forwarded message -----

**From:** **Bernie Petersen** <[bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov)>  
**Date:** Fri, Jun 2, 2017 at 3:09 PM  
**Subject:** FW: National Bison Range Letters to Tribes, County, etc.  
**To:** Toni Griffin <[toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov)>, Kelly Hogan <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)>  
**Cc:** Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>, Maureen Gallagher <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>

Got some guidance on how to route the CCP letters for approval.

Bernard J Petersen

Refuge Supervisor for Colorado, Montana, Utah, Wyoming

US Fish and Wildlife Service Region 6

National Wildlife Refuge System

303-236-4310 W

720-708-8026 Cell

**From:** Morris, Charisa [mailto:[charisa\\_morris@fws.gov](mailto:charisa_morris@fws.gov)]  
**Sent:** Friday, June 02, 2017 3:05 PM  
**To:** Bernie Petersen  
**Subject:** Re: National Bison Range Letters to Tribes, County, etc.

Hi Bernie-

You can route any correspondence fitting the criteria DJ shared to the Controlled Correspondence Unit (CCU) in the Document Tracking System (<https://dts.fws.gov/dts>).

Thanks!

Charisa

On Fri, Jun 2, 2017 at 4:07 PM, Bernie Petersen <[bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov)> wrote:

Charisa,

I must have missed something but what is the process to get these letters routed for approval? Who should we send to/through to get the ball rolling?

Thanks and apologize if this is a dumb question I am just not sure what the process is.

Bernard J Petersen

Refuge Supervisor for Colorado, Montana, Utah, Wyoming

US Fish and Wildlife Service Region 6

National Wildlife Refuge System

303-236-4310 W

720-708-8026 Cell

**From:** Morris, Charisa [mailto:[charisa\\_morris@fws.gov](mailto:charisa_morris@fws.gov)]

**Sent:** Friday, June 02, 2017 1:42 PM

**To:** Monette, DJ

**Cc:** Huggler, Matthew; Mogadam, Roya; Gavin Shire; Doug Hobbs; Scott Aikin; Stephanie Potter; Will Meeks; Bernardo Garza; Toni Griffin; Maureen Gallagher; Bernie Petersen; Anna Munoz

**Subject:** Re: National Bison Range Letters to Tribes, County, etc.



My original response to this thread never got out of my drafts box. No, there have been no updates to that guidance. Thank you for sharing, DJ. Please let me know if there any still questions. We can always seek guidance for unusual or unclear circumstances from Exec Sec.

On Fri, Jun 2, 2017 at 7:38 AM, Monette, DJ <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

Hello Folks,

Attached below is a Q&A document regarding DOI review of Tribal correspondence that I worked with Charisa on. This has been vetted with DOI.

Charisa, please let us know if this document has been updated further since we worked on it last.

Please let me know if you have any questions.

Thanks,

DJ

On Thu, Jun 1, 2017 at 10:50 AM, Huggler, Matthew <[matthew\\_huggler@fws.gov](mailto:matthew_huggler@fws.gov)> wrote:

Roya,

My understanding is that letters to tribal letters need to be cleared through ExecSec, if only the template. Charisa will know the latest on that front, however.

I do not know what the status of these particular letters are.

- Matt

---

Matthew C. Huggler

Deputy Assistant Director - External Affairs

U.S. Fish and Wildlife Service

5275 Leesburg Pike, MS: EA

Falls Church, VA 22041-3803

(703) 358-2243 (office)

(202) 460-8402 (cell)

On Thu, Jun 1, 2017 at 10:31 AM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hi Folks-

This is getting really really tight. We need some guidance ASAP on this. **Toni - would you please share the RD surnamed letter with this group.**

To clarify:

- 1) DJ/Charisa - we need to know if we need further clearance to send tribal letters
- 2) Gavin/Doug/Matt - we need to know if the Department has cleared this, needs to clear this, etc.

These meetings are next week, we need to send out today via email at the very least.

Thanks,

-Roya

On Thu, May 25, 2017 at 3:04 PM, DJ Monette <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

Hi Roya,

Sorry, I misread your ask. I don't believe you need to have DOI review on the Tribal invitation letters to for them to participate.

Copying Charisa here to double check.

Thanks,

DJ

Sent from my iPhone

On May 25, 2017, at 3:28 PM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hi DJ, I'm not sure what you mean, we are looking for guidance about whether the letters need to be reviewed, not the CCP process. We already announced in the FR the CCP process, now we want to send letters to tribes and other interested parties (county officials, other federal agencies) inviting them to be a part of the process.

-Roya

On Thu, May 25, 2017 at 1:19 PM, DJ Monette <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)> wrote:

The CCP process is a FR process so the answer is yes.

Sent from my iPhone

On May 24, 2017, at 4:24 PM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hey,

Quick question, we are about to finish surnaming the letters going to tribes, county officials, other federal agencies, etc. inviting them to be a part of the CCP process. Do these need to be reviewed by the Department before Noreen signs?

-Roya

--

Roya Mogadam

Deputy Assistant Regional Director, External Affairs

Mountain-Prairie Region

U.S. Fish and Wildlife Service

134 Union Boulevard

Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

--

Roya Mogadam

Deputy Assistant Regional Director, External Affairs

Mountain-Prairie Region

U.S. Fish and Wildlife Service

134 Union Boulevard

Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

--

Roya Mogadam

Deputy Assistant Regional Director, External Affairs

Mountain-Prairie Region

U.S. Fish and Wildlife Service

134 Union Boulevard

Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

--

DJ Monette

U.S. Fish and Wildlife Service - Headquarters, Washington, DC

Associate Native American Liaison Advisor

Cell: (413) 244-4495

[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)

--

[Charisa\\_Morris@fws.gov](mailto:Charisa_Morris@fws.gov) | Chief of Staff, Office of the Director | U.S. Fish & Wildlife Service | 1849 C Street NW, Room 3348 | Washington, DC 20240 | (202) 208-3843 | For urgent matters, please dial cell: 301-875-8937

--

[Charisa\\_Morris@fws.gov](mailto:Charisa_Morris@fws.gov) | Chief of Staff, Office of the Director | U.S. Fish & Wildlife Service | 1849 C Street NW, Room 3348 | Washington, DC 20240 | (202) 208-3843 | For urgent matters, please dial cell: 301-875-8937

**From:** [Matten, Betsy](#)  
**To:** [Toni Griffin](#); [Bernardo Garza](#)  
**Subject:** Fwd: NBR CCP letters  
**Date:** Tuesday, June 6, 2017 3:10:35 PM  
**Attachments:** [NBR Cooperating agency memo.docx](#)  
[NBR g2tribal memo.docx](#)

---

Do the two of you want to review these letters again? Maureen made some additional changes--see her email below.

Betsy

----- Forwarded message -----

**From:** **Gallagher, Maureen** <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>  
**Date:** Tue, Jun 6, 2017 at 3:07 PM  
**Subject:** NBR CCP letters  
**To:** Anna Munoz <[anna\\_munoz@fws.gov](mailto:anna_munoz@fws.gov)>, "Mogadam, Roya" <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)>  
**Cc:** Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>, Betsy Matten <[Betsy\\_Matten@fws.gov](mailto:Betsy_Matten@fws.gov)>

Ladies,

In reviewing these letters late yesterday, I noticed that they were still written as if the recipient would get them before this week. I made changes to reflect that the listening sessions had occurred with a brief explanation why. I have to head out of town for the rest of the week. Please take a look and if you have edits, please use track changes and forward to Will. Once Ready to go, Betsy Matten will get them prepared to go back in the surname packet. Thanks.  
Mo

Maureen Gallagher  
Deputy Assistant Regional Director  
Refuges and Partners for Fish and Wildlife  
Mountain Prairie Region  
134 Union Blvd  
Lakewood, CO  
303/236/4304 o  
720/772/0424 c  
303/236/4792 fax

--

Betsy M. Matten, Administrative Officer  
U.S. Fish and Wildlife Service, Region 6  
National Wildlife Refuge System  
134 Union Blvd.  
Lakewood, CO 80228  
303-236-4307  
[Betsy\\_Matten@fws.gov](mailto:Betsy_Matten@fws.gov)











**From:** [Matten, Betsy](#)  
**To:** [Kelly Hogan](#); [Toni Griffin](#); [Bernardo Garza](#)  
**Subject:** Fwd: NBR CCP letters  
**Date:** Thursday, June 8, 2017 7:13:56 AM  
**Attachments:** [NBR g2tribal memo \(1\).docx](#)

---

Just to keep the three of you in the loop.....here's the latest version.  
Betsy

----- Forwarded message -----

**From:** **Mogadam, Roya** <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)>  
**Date:** Wed, Jun 7, 2017 at 12:06 PM  
**Subject:** Re: NBR CCP letters  
**To:** "Gallagher, Maureen" <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>  
**Cc:** Anna Munoz <[anna\\_munoz@fws.gov](mailto:anna_munoz@fws.gov)>, Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>, Betsy Matten <[Betsy\\_Matten@fws.gov](mailto:Betsy_Matten@fws.gov)>

Morning Maureen-

Thanks for sending and revising!

I made a few additional minor edits (see attached in track changes). If you are good with this version I will send to HQ for DOI clearance.

-Roya

On Tue, Jun 6, 2017 at 3:07 PM, Gallagher, Maureen <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)> wrote:

Ladies,

In reviewing these letters late yesterday, I noticed that they were still written as if the recipient would get them before this week. I made changes to reflect that the listening sessions had occurred with a brief explanation why. I have to head out of town for the rest of the week. Please take a look and if you have edits, please use track changes and forward to Will. Once Ready to go, Betsy Matten will get them prepared to go back in the surname packet. Thanks.

Mo

Maureen Gallagher  
Deputy Assistant Regional Director  
Refuges and Partners for Fish and Wildlife  
Mountain Prairie Region  
134 Union Blvd  
Lakewood, CO  
303/236/4304 o  
720/772/0424 c  
303/236/4792 fax







**From:** [Griffin, Toni](#)  
**To:** [Bernardo Garza](#)  
**Subject:** Fwd: Final National Bison Range Tribal Letter for Clearance  
**Date:** Monday, June 12, 2017 10:41:38 AM

---

**Toni Griffin**  
Refuge Planning  
Mountain-Prairie Region  
U.S. Fish & Wildlife Service  
134 Union Blvd  
Lakewood, CO 80228  
Office Phone: 303/236-4378  
Telework: Tuesday, Friday

----- Forwarded message -----

**From:** **Mogadam, Roya** <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)>  
**Date:** Mon, Jun 12, 2017 at 8:59 AM  
**Subject:** Re: Final National Bison Range Tribal Letter for Clearance  
**To:** Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>, Maureen Gallagher <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>, Bernie Petersen <[bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov)>, Toni Griffin <[toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov)>, Amy Thornburg <[amy\\_thornburg@fws.gov](mailto:amy_thornburg@fws.gov)>, Greg Langer <[greg\\_langer@fws.gov](mailto:greg_langer@fws.gov)>  
**Cc:** Anna Munoz <[anna\\_munoz@fws.gov](mailto:anna_munoz@fws.gov)>

Hi Folks-

We really need to get this to HQ ASAP. Do we have the final letters this morning?

-Roya

On Fri, Jun 9, 2017 at 11:14 AM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:  
+adding others

On Fri, Jun 9, 2017 at 10:54 AM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:  
I could not get a hold of Betsy and don't want to hold this up. I would recommend adding a sentence to both letters to the effect of (lifted from the press release so its DOI-cleared language):

The National Bison Range lies entirely within the boundary of the Flathead Indian Reservation of the Confederated Salish and Kootenai Tribes (CSKT). As part of the planning process, the Department of the Interior is committed to evaluating a range of options that include opportunities for the CSKT to participate in the future management of the Range.

These need to be repackages and sent to Noreen/Matt for surname and then I will email to Betsy ASAP.

-Roya



On Fri, Jun 9, 2017 at 9:33 AM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:  
I am going to clarify with Betsy what kind of language they would like added. Then can send you recommended edits so you can incorporate into the letter for Matt/Noreen to review and then we will send back to Betsy

-Roya

----- Forwarded message -----

From: **Hildebrandt, Betsy** <[betsy\\_hildebrandt@fws.gov](mailto:betsy_hildebrandt@fws.gov)>

Date: Fri, Jun 9, 2017 at 9:17 AM

Subject: Re: Final National Bison Range Tribal Letter for Clearance

To: "Mogadam, Roya" <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)>

Cc: "Munoz, Anna" <[anna\\_munoz@fws.gov](mailto:anna_munoz@fws.gov)>, Matthew Huggler <[Matthew\\_Huggler@fws.gov](mailto:Matthew_Huggler@fws.gov)>, "Morris, Charisa" <[charisa\\_morris@fws.gov](mailto:charisa_morris@fws.gov)>, DJ Monette <[dj\\_monette@fws.gov](mailto:dj_monette@fws.gov)>, Scott Aikin <[scott\\_aikin@fws.gov](mailto:scott_aikin@fws.gov)>, Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>, Maureen Gallagher <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>

We are getting close. Just spoke with Rob Howarth and Jim Cason has asked that we quickly add language to both letters is a reference to considering CSKT for mgmt of the NBR. Once that's added, get back to me and I'll forward back to exec sec for final sign off.

On Fri, Jun 9, 2017 at 10:45 AM, Hildebrandt, Betsy <[betsy\\_hildebrandt@fws.gov](mailto:betsy_hildebrandt@fws.gov)> wrote:

Thanks. Stay tuned.

On Fri, Jun 9, 2017 at 10:42 AM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Betsy-

Attached is the tribal letter list and cooperating agency list. We likely need to get both letters cleared by DOI (tribal and cooperating agency letters).

Reattaching both letters as well.

-Roya

On Wed, Jun 7, 2017 at 1:30 PM, Munoz, Anna <[anna\\_munoz@fws.gov](mailto:anna_munoz@fws.gov)> wrote:  
This is only going to a small number of tribes. We will get you a list.

Anna

Anna Muñoz  
Assistant Regional Director - External Affairs  
U.S. Fish and Wildlife Service, Mountain-Prairie Region  
Office: 303-236-4510  
Cell: 720-648-2542

On Wed, Jun 7, 2017 at 1:25 PM, Hildebrandt, Betsy <[betsy\\_hildebrandt@fws.gov](mailto:betsy_hildebrandt@fws.gov)> wrote:

I'll get it up to Exec Sec for clearance. Quick question, ROya. Are the tribal

recipients just those within R6 or more generally distributed? Have already had that question so quicker you're able to respond, the faster we can get through the process. Thanks.

On Wed, Jun 7, 2017 at 3:08 PM, Mogadam, Roya <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)> wrote:

Hi Everyone-

Attached is the letter that will go out to tribes for the Bison Range CCP. It is still not clear to me who I should send this to in order to get it cleared by ExSec so if this is the wrong group, apologies in advance.

We will also be sending a similar letter to a few partners (state, county, etc.) which is attached as FYI (I don't believe we need clearance on this one but not sure).

-Roya

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)  
(303) 236-4572

--

Betsy Hildebrandt  
Assistant Director - External Affairs  
U.S. Fish & Wildlife Service  
[betsy\\_hildebrandt@fws.gov](mailto:betsy_hildebrandt@fws.gov)  
202-208-5256

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

--

Betsy Hildebrandt  
Assistant Director - External Affairs  
U.S. Fish & Wildlife Service  
[betsy\\_hildebrandt@fws.gov](mailto:betsy_hildebrandt@fws.gov)  
202-208-5256

--

Betsy Hildebrandt  
Assistant Director - External Affairs  
U.S. Fish & Wildlife Service  
[betsy\\_hildebrandt@fws.gov](mailto:betsy_hildebrandt@fws.gov)  
202-208-5256

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228  
  
[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)  
(303) 236-4572

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228  
  
[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)  
(303) 236-4572

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)

(303) 236-4572

**From:** [Hogan, Kelly](#)  
**To:** [Bernardo Garza](#)  
**Subject:** Fwd: FWS approval  
**Date:** Tuesday, June 20, 2017 7:17:10 AM  
**Attachments:** [Untitled attachment 12713.html](#)  
[NBRC.pdf](#)

---

FYI....DOI approved already.

----- Forwarded message -----

**From:** **Gallagher, Maureen** <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>  
**Date:** Mon, Jun 19, 2017 at 11:39 AM  
**Subject:** Fwd: FWS approval  
**To:** "Hogan, Kelly" <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)>

Maureen Gallagher  
Deputy Assistant Regional Director  
Refuges and Partners for Fish and Wildlife  
Mountain Prairie Region  
134 Union Blvd  
Lakewood, CO  
303/236/4304 o  
720/772/0424 c  
303/236/4792 fax

----- Forwarded message -----

**From:** **Mogadam, Roya** <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)>  
**Date:** Fri, Jun 16, 2017 at 8:43 AM  
**Subject:** Fwd: FWS approval  
**To:** Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>, Maureen Gallagher <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>, Noreen Walsh <[Noreen\\_Walsh@fws.gov](mailto:Noreen_Walsh@fws.gov)>, Matt Hogan <[Matt\\_Hogan@fws.gov](mailto:Matt_Hogan@fws.gov)>  
**Cc:** Anna Munoz <[anna\\_munoz@fws.gov](mailto:anna_munoz@fws.gov)>, Stephanie Potter <[stephanie\\_potter@fws.gov](mailto:stephanie_potter@fws.gov)>

----- Forwarded message -----

**From:** **Betsy Hildebrandt** <[betsy\\_hildebrandt@fws.gov](mailto:betsy_hildebrandt@fws.gov)>  
**Date:** Thu, Jun 15, 2017 at 3:03 PM  
**Subject:** Fwd: FWS approval  
**To:** Roya Mogadam <[roya\\_mogadam@fws.gov](mailto:roya_mogadam@fws.gov)>  
**Cc:** [anna\\_munoz@fws.gov](mailto:anna_munoz@fws.gov)

See are good to go.

Sent from my iPad

Begin forwarded message:

**From:** "Cannuscio, Lisa" <[lisa\\_cannuscio@ios.doi.gov](mailto:lisa_cannuscio@ios.doi.gov)>  
**Date:** June 15, 2017 at 4:30:54 PM EDT  
**To:** Betsy Hildebrandt <[betsy\\_hildebrandt@fws.gov](mailto:betsy_hildebrandt@fws.gov)>  
**Cc:** Nikki Randolph <[nikki\\_randolph@fws.gov](mailto:nikki_randolph@fws.gov)>  
**Subject:** FWS approval

Ciao:

Rob is headed out the door so wanted me to let you know Jim C. just approved the attached.

The highlighted areas (per Rob) are the ones Jim C. had questions, it was sent back to you, and he has approved the edits.

The original is here is you need it for clarity.

Thanks,  
Lisa

--

Lisa Cannuscio  
Office of the Executive Secretariat  
1849 C Street, N.W., Room 7317  
Washington, D.C. 20240  
Office: (202) 208-2443  
Email: [Lisa\\_Cannuscio@ios.doi.gov](mailto:Lisa_Cannuscio@ios.doi.gov)

--

Roya Mogadam  
Deputy Assistant Regional Director, External Affairs  
Mountain-Prairie Region  
U.S. Fish and Wildlife Service  
134 Union Boulevard  
Lakewood, CO 80228

[Roya\\_Mogadam@fws.gov](mailto:Roya_Mogadam@fws.gov)  
(303) 236-4572



## United States Department of the Interior

### FISH AND WILDLIFE SERVICE Mountain-Prairie Region

DEC  
6/15/17

IN REPLY REFER TO:  
FWS/R6/NWRS/Planning  
NBR Complex CCP 5.0  
Mailstop 60130

MAILING ADDRESS:  
P.O. Box 25486, DFC  
Denver, Colorado 80225-0486

STREET LOCATION:  
134 Union Boulevard  
Lakewood, Colorado 80228-1807

«First\_Name» «Last\_Name», «Title»  
«Agency»  
«Address»  
«City», «State» «ZIP»

Dear «Title» «Last\_Name»;

I would like to invite your agency's participation in the development of Comprehensive Conservation Plans (CCP) for the units of the National Bison Range Complex (NBRC) in Flathead, Lake, and Sanders Counties, Montana. The U.S. Fish and Wildlife Service (Service) is beginning this planning effort and requests that personnel from your agency participate in the planning process, as you deem appropriate. If you prefer not to participate in the planning process, but would like to be kept informed, we will include you on the mailing list.

The Service has been preparing CCPs for all units of the National Wildlife Refuge System since passage of the National Wildlife Refuge System Improvement Act of 1997. The NBRC is part of the Refuge System and includes the National Bison Range, Lost Trail National Wildlife Refuge (NWR), Ninepipe NWR, Pablo NWR, Northwest Montana Wetland Management District (WMD) - Flathead County, and Northwest Montana WMD - Lake County. As part of the planning process for the National Bison Range, which lies entirely within the boundary of the Flathead Indian Reservation of the Confederated Salish and Kootenai Tribes (CSKT), the Department of the Interior is committed to evaluating a range of options that include opportunities for the CSKT to participate in the future management of the Range. Additional information is available on our Refuge Planning website at <https://www.fws.gov/mountain-prairie/refuges/nbrc.php>.

It is anticipated that the planning process will require three years to complete. There will be approximately three to five planning meetings per year, with some meetings lasting more than one day. Each member of the planning team is asked to attend these meetings.

The Service will host a cooperating agency CCP meeting for the NBRC in August 2017. If a member of your agency would like to attend this inaugural meeting we will be glad to provide you the meeting agenda and other logistical information.

To begin the scoping process, we hosted listening sessions to inform the public about the planning process and invite the public to provide their initial thoughts. The first two meetings

were held in Polson and Kalispell, Montana on June 6 and 7, 2017. Additional meetings will be announced in the near future. The information gathered at these initial listening sessions will provide valuable information as we come together as a team of cooperating agencies.

Please let us know the type of involvement that you would like the «Agency» to have in developing the CCP for the NBRC. If you have any questions please contact Toni Griffin, Planning Team Leader, at (303) 236-4378 or via email at [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov).

Sincerely,

Regional Director





# United States Department of the Interior

## FISH AND WILDLIFE SERVICE Mountain-Prairie Region

IN REPLY REFER TO:  
FWS/R6/NWRS/Planning  
NBR Complex CCP 5.0  
Mailstop 60130

MAILING ADDRESS:  
P.O. Box 25486, DFC  
Denver, Colorado 80225-0486

STREET LOCATION:  
134 Union Boulevard  
Lakewood, Colorado 80228-1807

«Chairperson» «First\_Name» «Last\_Name»  
«Tribe»  
«Address»  
«City», «State» «ZIP»

Dear «Chairperson» «Last\_Name»:

The U.S. Fish and Wildlife Service is offering federally recognized Indian Tribes the option to consult with us on a government-to-government basis regarding the development of two Comprehensive Conservation Plans (CCP) for units of the National Bison Range Complex (NBRC) in Montana.

The NBRC includes: the National Bison Range, Lost Trail National Wildlife Refuge (NWR), Ninepipe NWR, Pablo NWR, Northwest Montana Wetland Management District (WMD) - Flathead County, and Northwest Montana WMD - Lake County. The NBRC manages public lands in Flathead, Lake, and Sanders Counties in Montana and we understand that your Tribe may have interest in the area covered in this planning effort. Because of the Service's trust responsibilities, we want to ensure that Tribes with interest in the planning area have an opportunity to participate and offer comment. If your Tribe has an interest in how the NBRC is managed, we would be pleased to have you participate with us in this process. Additional information is available on our Refuge Planning website at <https://www.fws.gov/mountain-prairie/refuges/nbrc.php>.

The Service has been preparing CCPs for units of the Refuge System since passage of the National Wildlife Refuge System Improvement Act of 1997. These 15-year plans identify specific goals to achieve the purpose and vision for the refuge or district and meet the mission of the National Wildlife Refuge System. For the NBRC the CCP will outline goals in the areas of wildlife and habitat management, threatened and endangered species conservation, public use opportunities, partnerships, cultural resources, research, and science. The planning process will also review existing and new uses of the NBRC units. As part of the planning process for the National Bison Range, which lies entirely within the boundary of the Flathead Indian Reservation of the Confederated Salish and Kootenai Tribes (CSKT), the Department of the Interior is committed to evaluating a range of options that include opportunities for the CSKT to participate in the future management of the Range.

To begin the scoping process, we hosted listening sessions to inform the public about the planning process and invite the public to provide their initial thoughts. The first two meetings were held in Polson and Kalispell, Montana on June 6 and 7, 2017. Additional meetings will be announced in the near future. The information gathered at these initial listening sessions will provide valuable information as we come together, government to government.

If you have questions about the CCP process, please contact Toni Griffin, Planning Team Leader, by phone at 303-236-4378 or via email at [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov). If you wish to engage in consultation with us on this topic, please contact Anna Munoz, Assistant Regional Director for External Affairs at (303) 236-4510 or via email at [anna\\_munoz@fws.gov](mailto:anna_munoz@fws.gov).

Sincerely,

Regional Director

<b>First Name</b>	<b>Last Name</b>	<b>Chairperson</b>	<b>Tribe</b>	<b>Address</b>	<b>City</b>
Bobby	Komardley	Chairman	Apache Tribe of Oklahoma	P.O. Box 1330	Anadarko
Harry	Barnes	Chairman	Blackfeet Nation	P.O. Box 850	Browning
James	Allan	Chairman	Cœur d'Alene Tribe	850 A Street	Plummer
Mark	Azure	President	Fort Belknap Indian Community of the Fort Belknap Reservation	656 Agency Main Street	Harlem
Glen	Nenema	Chairman	Kalispel Indian Community of the Kalispel Reservation	P.O. Box 39	Usk

First Name	Last Name	Title	Agency	Address	City	State
Stanley	Speaks	Regional Director	Northwest Regional Office, Bureau of Indian Affairs	911 Northeast 11th Avenue	Portland	Oregon
Darryl	LaCounte	Regional Director	Rocky Mountain Regional Office, Bureau of Indian Affairs	2021 4th Avenue North	Billings	Montana
Lorri	Gray	Regional Director	Pacific Northwest Regional Office, Bureau of Indian Affairs	1150 North Curtis Road, S	Boise	Idaho
Martha	Williams	Director	Montana Fish, Wildlife & Parks	1420 E Sixth Avenue	Helena	Montana
		Board of County Commissioners	Flathead County	800 S Main Street	Kalispell	Montana
Chip	Weber	Supervisor	Flathead National Forest	650 Wolfpack Way	Kalispell	Montana
Chris	Savage	Supervisor	Kootenai National Forest	31374 US Highway 2	Libby	Montana
		Board of County Commissioners	Lake County	106 4th Avenue E	Polson	Montana
Timothy	Garcia	Supervisor	Lolo National Forest	24 Fort Missoula Road	Missoula	Montana
Elaine	Leslie	Chief	Biological Resources Division, National Park Service	1201 Oakridge Drive, Suite 100	Fort Collins	Colorado
Carol	Brooker	Presiding Officer	Sanders County Board of County Commissioners	1111 West Main Street	Thompson	Montana
Vernon	Finley	Chairman	Confederated Salish & Kootenai Tribes	P.O. Box 278	Pablo	Montana

From: [Hogan, Kelly](#)  
To: [Bernardo Garza](#)  
Subject: Fwd: Comments regarding the scoping process for a CCP at the National Bison Range  
Date: Wednesday, June 21, 2017 11:46:36 AM

---

Bernardo

I tried the email as well. It does not work.

K

----- Forwarded message -----

From: Susan Reneau <(b) (6)>  
Date: Wed, Jun 21, 2017 at 11:37 AM  
Subject: Comments regarding the scoping process for a CCP at the National Bison Range  
To: [scoping\\_NBR@fws.gov](mailto:scoping_NBR@fws.gov), [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov), [kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov), "Roddy, Russell" <[russell\\_rodny@ios.doi.gov](mailto:russell_rodny@ios.doi.gov)>, [charles\\_robison@daines.senate.gov](mailto:charles_robison@daines.senate.gov), Matt Hogan <[matt\\_hogan@fws.gov](mailto:matt_hogan@fws.gov)>, Noreen Walsh <[noreen\\_walsh@fws.gov](mailto:noreen_walsh@fws.gov)>, Cynthia Martinez <[cynthia\\_martinez@fws.gov](mailto:cynthia_martinez@fws.gov)>, [bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov), Will Meeks <[Will\\_Meeks@fws.gov](mailto:Will_Meeks@fws.gov)>

Dear Secretary of Interior Ryan Zinke and the U.S. Fish and Wildlife Service:

**Your official newsletter given to me at the June 6 and 7 meetings in Polson and Kalispell lists the scoping email for filing comments for the CCP process at the National Bison Range as [scoping\\_pablo\\_ninepipes@fws.gov](mailto:scoping_pablo_ninepipes@fws.gov), but that email bounces and I discovered that to file comments to you I need to send comments to [scoping\\_nbr@fws.gov](mailto:scoping_nbr@fws.gov). Thankfully, I also filed my comments to the regional staff that attended the meetings and to other FWS staff I know but it disturbs me that your official newsletter published a non-functional email for contacting anyone related to the CCP process. This further illustrates my frustration that local control of the CCP process is the best way to organize the information, not from a regional process, as was the order of Mr. Ryan Zinke. The regional leaders in the Denver office of the FWS need to follow the instructions of Mr. Ryan Zinke. They also need to use the experienced CCP planner, Laura King, who is stationed at the National Bison Range and would cost the taxpayers much less than to have people from Denver traveling back and forth to the National Bison Range for CCP meetings, especially since they are unfamiliar with the National Bison Range.**

I attended two meetings on June 6 and 7 in Polson and Kalispell by traveling in excess of 250 miles to start the scoping process for the comprehensive conservation plans (CCPs) at the National Bison Range Complex that has

never been done since the 1997 National Wildlife Refuge System Improvement Act was passed by Congress requiring CCPs all national wildlife refuges. I understand the most, if not all, other national wildlife refuges in the United States have CCPs in place, including Lost Trail National Wildlife Refuge, which is a part of the National Bison Range Complex, but not the National Bison Range itself, which is a violation of the 1997 federal law. This is because since 1994 efforts have been underway to force this premiere national wildlife refuge to give away its inherently federal positions and federal money to a sovereign Indian government that has no desire to keep this iconic national wildlife refuge under the management of the National Wildlife Refuge System. This Indian government, the Confederates Salish Kootenai Tribes (CSKT) has stated in public hearings that if they are given the land that is the National Bison Range they will use the land for other purposes.

**If the National Bison Range is destroyed, so will all national wildlife refuges, all national parks and all other federal lands, so it is critical to respect federal laws that are in place and respect the National Bison Range Complex.**

Federal workers stationed at this national wildlife refuge, many of whom are actually registered members of this Indian reservation and are also federal workers, have been left in limbo and turmoil because the Indian government wants total control over the National Bison Range, which is contrary to many levels of federal law. All of these federal workers are qualified and excellent and should remain in place without the threat of being replaced by contract workers under an annual funding agreement with workers that are not federal workers.

I heard from the five regional staff members sent from the Denver regional office to run the meetings that the project leader of the National Bison Range Complex will not be the leader of the CCP process as is the standard operating procedure of all the other CCPs that have been completed at all the other national wildlife refuges and that regional staff people unfamiliar with the National Bison Range will run the CCP process. Furthermore, retired and long-time U.S. Fish and Wildlife Service employees wishing to participating in the CCP planning process will not be allowed to attend meetings and can only submit their comments like the general public. My understanding from many U.S. Fish and Wildlife Service employees and retirees is that CCPs always have the refuge manager or the complex project leader as the head of the CCP process but not at the National Bison Range Complex where everything is in trauma. Why has the regional office in Denver under the leadership of Noreen Walsh taken the leadership away

from Jeff King and given it to regional planners that have no knowledge of the National Bison Range? This makes no sense and is not what is best for the National Bison Range. This is a repeat of what I said above but I want to emphasize this point.

Mr. Zinke indicated that he wanted local managers of national wildlife refuges to have direct control over their refuges but the process for this CCP is the exact opposite and I object to this procedure. The person hired to write and manage the CCP for the National Bison Range Complex was excluded from the process and the complex project leader, Jeff King, is not the prime leader. All meetings and day to day activities to complete the CCP will be performed by the regional staff planners that have no specific knowledge of the National Bison Range Complex and the National Bison Range.

Furthermore, the two meetings on June 6 and 7 were very poorly attended by the public and very poorly advertised. If the local refuge leaders had been allowed to speak to the local media I know there would have been a better turnout.

As I understand the CCP process, a national wildlife refuge needs a full staff of professionals and at this time, the National Bison Range Complex is seriously understaffed because of the turmoil caused from the pressure of this sovereign Indian government wanting control over inherently federal tasks and positions so all aspects of jobs go unfilled.

No discussion of an annual funding agreement should be mentioned or considered during the CCP process, yet the AFA with this sovereign Indian government was brought up during these meetings, which put a further damper over the CCP process. The highly paid attorney for this sovereign Indian government was the only person I saw attend these two days of meetings except for one tribal leader.

Weed control, management of wildlife, maintenance of fences and buildings, and overall law enforcement are all of concern to me and without a minimum of 10 professional staff at the National Bison Range Complex, work cannot be accomplished.

The five regional office staff people cost the taxpayers thousands of dollars to

fly from Denver for those two days, stay at hotels, and return to Denver.  
Project Leader Jeff King lives in the area and should have run the meetings.

One CCP is all that is needed, not two. Lost Trail already has a CCP and just needs to be updated in 2020. You need to figure out how much money has been wasted since 1994 as this sovereign Indian government has tried to force themselves on this premiere national wildlife refuge and take away federal jobs and federal money from a national wildlife refuge that belongs to all Americans.

In the spirit of Theodore Roosevelt, Ding Darling, and the Flying Blue Goose, I say, the wildlife and its habitat cannot speak, so I must. Please listen to the direction of Mr. Ryan Zinke.

Susan Campbell Reneau

(b) (6)



**From:** [Hogan, Kelly](#)  
**To:** [Bernardo Garza](#)  
**Subject:** Fwd: Comments regarding the scoping process for a CCP at the National Bison Range  
**Date:** Wednesday, June 21, 2017 12:57:41 PM

---

----- Forwarded message -----

**From:** **Hogan, Kelly** <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)>  
**Date:** Wed, Jun 21, 2017 at 12:45 PM  
**Subject:** Fwd: Comments regarding the scoping process for a CCP at the National Bison Range  
**To:** "Gallagher, Maureen" <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>

FYI

----- Forwarded message -----

**From:** **William Reffalt** <(b) (6)>  
**Date:** Wed, Jun 21, 2017 at 12:44 PM  
**Subject:** RE: Comments regarding the scoping process for a CCP at the National Bison Range  
**To:** Susan Reneau <(b) (6)>, [scoping\\_NBR@fws.gov](mailto:scoping_NBR@fws.gov), [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov), [kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov), "Roddy, Russell" <[russell\\_roddy@ios.doi.gov](mailto:russell_roddy@ios.doi.gov)>, [charles\\_robison@daines.senate.gov](mailto:charles_robison@daines.senate.gov), Matt Hogan <[matt\\_hogan@fws.gov](mailto:matt_hogan@fws.gov)>, Noreen Walsh <[noreen\\_walsh@fws.gov](mailto:noreen_walsh@fws.gov)>, Cynthia Martinez <[cynthia\\_martinez@fws.gov](mailto:cynthia_martinez@fws.gov)>, [bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov), Will Meeks <[Will\\_Meeks@fws.gov](mailto:Will_Meeks@fws.gov)>

Susan: the proper email is: [scoping\\_pablo\\_ninepipe@fws.gov](mailto:scoping_pablo_ninepipe@fws.gov) . You have added an "s" at the end of ninepipe and that is the reason your email bounced.

Bill

---

**From:** Susan Reneau [mailto:(b) (6)]  
**Sent:** Wednesday, June 21, 2017 11:37 AM  
**To:** [scoping\\_NBR@fws.gov](mailto:scoping_NBR@fws.gov); [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov); [kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov); 'Roddy, Russell' <[russell\\_roddy@ios.doi.gov](mailto:russell_roddy@ios.doi.gov)>; [charles\\_robison@daines.senate.gov](mailto:charles_robison@daines.senate.gov); 'Matt Hogan' <[matt\\_hogan@fws.gov](mailto:matt_hogan@fws.gov)>; 'Noreen Walsh' <[noreen\\_walsh@fws.gov](mailto:noreen_walsh@fws.gov)>; 'Cynthia Martinez' <[cynthia\\_martinez@fws.gov](mailto:cynthia_martinez@fws.gov)>; [bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov); 'Will Meeks' <[Will\\_Meeks@fws.gov](mailto:Will_Meeks@fws.gov)>  
**Subject:** Comments regarding the scoping process for a CCP at the National Bison Range

Dear Secretary of Interior Ryan Zinke and the U.S. Fish and Wildlife Service:

**Your official newsletter given to me at the June 6 and 7 meetings in Polson and Kalispell lists the scoping email for filing comments for the CCP process at the National Bison Range as [scoping\\_pablo\\_ninepipes@fws.gov](mailto:scoping_pablo_ninepipes@fws.gov), but that email bounces and I discovered that to file comments to you I need to send comments to [scoping\\_nbr@fws.gov](mailto:scoping_nbr@fws.gov). Thankfully, I also filed my comments to the regional staff that attended the meetings and to other FWS staff I know but it disturbs me that your official newsletter published a non-functional email for contacting anyone related to the CCP process. This further illustrates my frustration that local control of the CCP process is the best way to organize the information, not from a regional process, as was the order of Mr. Ryan Zinke. The regional leaders in the Denver office of the FWS need to follow the instructions of Mr. Ryan Zinke. They also need to use the experienced CCP planner, Laura King, who is stationed at the National Bison Range and would cost the taxpayers much less than to have people from Denver traveling back and forth to the National Bison Range for CCP meetings, especially since they are unfamiliar with the National Bison Range.**

I attended two meetings on June 6 and 7 in Polson and Kalispell by traveling in excess of 250 miles to start the scoping process for the comprehensive conservation plans (CCPs) at the National Bison Range Complex that has never been done since the 1997 National Wildlife Refuge System Improvement Act was passed by Congress requiring CCPs all national wildlife refuges. I understand the most, if not all, other national wildlife refuges in the United States have CCPs in place, including Lost Trail National Wildlife Refuge, which is a part of the National Bison Range Complex, but not the National Bison Range itself, which is a violation of the 1997 federal law. This is because since 1994 efforts have been underway to force this premiere national wildlife refuge to give away its inherently federal positions and federal money to a sovereign Indian government that has no desire to keep this iconic national wildlife refuge under the management of the National Wildlife Refuge System. This Indian government, the Confederates Salish Kootenai Tribes (CSKT) has stated in public hearings that if they are given the land that is the National Bison Range they will use the land for other purposes.

**If the National Bison Range is destroyed, so will all national wildlife refuges, all national parks and all other federal lands, so it is critical to respect federal laws that are in place and respect the National Bison Range Complex.**

Federal workers stationed at this national wildlife refuge, many of whom are actually registered members of this Indian reservation and are also federal workers, have been left in limbo and turmoil because the Indian government wants total control over the National Bison Range, which is contrary to many levels of federal law. All of these federal workers are qualified and excellent and should remain in place without the threat of being replaced by contract workers under an annual funding agreement with workers that are not federal workers.

I heard from the five regional staff members sent from the Denver regional office to run the meetings that the project leader of the National Bison Range Complex will not be the leader of the CCP process as is the standard operating procedure of all the other CCPs that have been completed at all the other national wildlife refuges and that regional staff people unfamiliar with the National Bison Range will run the CCP process. Furthermore, retired and long-time U.S. Fish and Wildlife Service employees wishing to participating in the CCP planning process will not be allowed to attend meetings and can only submit their comments like the general public. My understanding from many U.S. Fish and Wildlife Service employees and retirees is that CCPs always have the refuge manager or the complex project leader as the head of the CCP process but not at the National Bison Range Complex where everything is in trauma. Why has the regional office in Denver under the leadership of Noreen Walsh taken the leadership away from Jeff King and given it to regional planners that have no knowledge of the National Bison Range? This makes no sense and is not what is best for the National Bison Range. This is a repeat of what I said above but I want to emphasize this point.

Mr. Zinke indicated that he wanted local managers of national wildlife refuges to have direct control over their refuges but the process for this CCP is the exact opposite and I object to this procedure. The person hired to write and manage the CCP for the National Bison Range Complex was excluded from the process and the complex project leader, Jeff King, is not the prime leader. All meetings and day to day activities to complete the CCP will be performed by the regional staff planners that have no specific knowledge of the National Bison Range Complex and the National Bison Range.

Furthermore, the two meetings on June 6 and 7 were very poorly attended by the public and very poorly advertised. If the local refuge leaders had been allowed to speak to the local media I know there would have been a better turnout.

As I understand the CCP process, a national wildlife refuge needs a full staff of professionals and at this time, the National Bison Range Complex is seriously understaffed because of the turmoil caused from the pressure of this sovereign Indian government wanting control over inherently federal tasks and positions so all aspects of jobs go unfilled.

No discussion of an annual funding agreement should be mentioned or considered during the CCP process, yet the AFA with this sovereign Indian government was brought up during these meetings, which put a further damper over the CCP process. The highly paid attorney for this sovereign Indian government was the only person I saw attend these two days of meetings except for one tribal leader.

Weed control, management of wildlife, maintenance of fences and buildings, and overall law enforcement are all of concern to me and without a minimum of 10 professional staff at the National Bison Range Complex, work cannot be accomplished.

The five regional office staff people cost the taxpayers thousands of dollars to fly from Denver for those two days, stay at hotels, and return to Denver. Project Leader Jeff King lives in the area and should have run the meetings.

One CCP is all that is needed, not two. Lost Trail already has a CCP and just needs to be updated in 2020. You need to figure out how much money has been wasted since 1994 as this sovereign Indian government has tried to force themselves on this premiere national wildlife refuge and take away federal jobs and federal money from a national wildlife refuge that belongs to all Americans.

In the spirit of Theodore Roosevelt, Ding Darling, and the Flying Blue Goose, I say, the wildlife and its habitat cannot speak, so I must. Please listen to the direction of Mr. Ryan Zinke.

Susan Campbell Reneau

(b) (6)

(b) (6)

**From:** [Griffin, Toni](#)  
**To:** [David Wiseman](#)  
**Cc:** [Bernardo Garza](#)  
**Subject:** Re: National Bison Range, Pablo NWR and Ninepipe NWR CCP"s  
**Date:** Friday, June 23, 2017 9:33:56 AM

---

Hi Dave,

Thank you for the email request to receive CCP communications for the NBRC. We appreciate your interest and participation in the CCP process. This email confirms that your name will be added to the project mailing list for the NBR, NWMT WMD, Pablo and Ninepipe CCPs to receive project updates and notices of public comment periods.

V/R,  
Toni

**Toni Griffin**  
Refuge Planning  
Mountain-Prairie Region  
U.S. Fish & Wildlife Service  
134 Union Blvd  
Lakewood, CO 80228  
Office Phone: 303/236-4378  
Telework: Tuesday, Friday

On Mon, Jun 19, 2017 at 6:24 PM, David Wiseman [\(b\) \(6\)](#) > wrote:

Hello Toni,

I hope all is well with you.

The purpose of this email is to request that I be included in all communications relative to the NBRC CCP's public involvement, progress, drafts, deadlines etc.

David Wiseman

[\(b\) \(6\)](#)

**From:** [Hogan, Kelly](#)  
**To:** [Griffin, Toni](#); [Bernardo Garza](#); [McCollister, Matthew](#)  
**Subject:** Fwd: working from home this pm  
**Date:** Tuesday, June 27, 2017 12:09:47 PM  
**Attachments:** [FINAL 6 6 17 Polson MT NBR CCP Public Scoping Meeting Notes.docx](#)

---

FYI

----- Forwarded message -----

**From:** **King, Laura** <[laura\\_king@fws.gov](mailto:laura_king@fws.gov)>  
**Date:** Tue, Jun 27, 2017 at 12:07 PM  
**Subject:** Re: working from home this pm  
**To:** "Hogan, Kelly" <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)>

Here is the first day meeting notes. Second day should be to you tomorrow.

Thanks,

Laura

***Laura King, Refuge Program Specialist***

U.S. Fish and Wildlife Service  
National Bison Range  
Moiese, MT 59824  
phone, 406-644-2211, ext. 210  
fax, 406-644-2661

Visit our website at [http://www.fws.gov/refuge/national\\_bison\\_range/](http://www.fws.gov/refuge/national_bison_range/)  
AND check out the [National Bison Range on Facebook!!](#)

On Tue, Jun 27, 2017 at 10:49 AM, Hogan, Kelly <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)> wrote:  
Sounds good. Don't forget notes to me COB tomorrow.

Thanks,  
K

On Tue, Jun 27, 2017 at 10:46 AM, King, Laura <[laura\\_king@fws.gov](mailto:laura_king@fws.gov)> wrote:  
I am trying to get documents out to my team before I go on leave so I'm going to work from home this afternoon. We have a group visiting the office so this place is hopping-- need some quiet.

Also, I did my time today since I'll be gone all next week.

Thanks,

Laura

***Laura King, Refuge Program Specialist***

U.S. Fish and Wildlife Service  
National Bison Range  
Moiese, MT 59824  
phone, 406-644-2211, ext. 210  
fax, 406-644-2661

Visit our website at [http://www.fws.gov/refuge/national\\_bison\\_range/](http://www.fws.gov/refuge/national_bison_range/)  
AND check out the [National Bison Range on Facebook](#)!!



## CCP Public Scoping Meeting

National Bison Range and Pablo, Ninepipe, Lost Trail NWR, and Lake and Flathead County Wetland Management District

June 6, 2017

Red Lion Inn, Polson Montana

### Regional Office Staff

Kelly Hogan, Acting Branch Chief, Planning and Policy Division

Toni Griffin, Landscape Architect, Planning Team Leader for NBR CCP

Bernardo Garza, Natural Resource Planner, Planning Team leader for NBR Complex CCP

Bernie Peterson, Refuge Supervisor (WY, MT, UT, CO)

Matthew Mchollister, Wildlife Biologist, CMR NWR (will be helping with this planning effort)

### National Bison Range Refuge Complex Staff

Jeff King, Project Leader, National Bison Range Refuge Complex

Kevin Shinn, Refuge Manager, Lost Trail National Wildlife Refuge and Flathead County WMD

Amy Lisk, Fish and Wildlife Biologist, National Bison Range Refuge Complex

The meeting started at 5 p.m. For the first hour the public mingled and talked to one another and refuge staff. The presentations started with Toni discussing the intentions for the CCP processes.

### Toni Griffin

Toni: This is our 3<sup>rd</sup> attempt to do a Comprehensive Conservation Plan (CCP). We've had a couple false starts but we've wanted to do a plan for a long time and we feel that, we hope and we're positive that we're going to continue this effort and develop a good plan for this wetland refuge complex. The way that we are approaching this process is we will do 1 CCP for the National Bison Range (NBR), accompanied by an Environmental Impact Statement (EIS), and a second plan which will encompass all the other refuges in the complex [Ninepipe, Pablo, Northwest Montana WMD, and a revision of the Lost Trail NWR], and that will be accompanied by an Environmental Assessment (EA).

Toni: The meeting format is an open house format. We hope you have time to visit with the staff and we hope you have time to visit with staff. We are going to do a brief presentation and then we are again going to have an open house format so you can visit with staff one on one. The meeting will conclude at 7 p.m.

Toni: We are beginning the plan so this is a scoping effort. We are here to listen to you. We are seeking your input on the things we should consider as we go through this planning process. We are looking for what you see as the special values of the NBR Complex--things we want to work hard to maintain, preserve, and enhance--and what issues you'd like us to consider as we begin the planning process. We will keep these things in our minds as we go through the planning process. Overall it is a 3 year process for all of the plans which will run concurrently.

Public: Is that for both plans?

Toni: Yes, our intent is to run the processes concurrent because the National Bison Range is managed as a complex and we want to think about these units holistically and how they fit in to the National Wildlife

Refuge (NWR) System as a whole. We want to consider all these units as we go through the planning process even though at the end we'll have two documents.

Toni: I'll now ask Jeff to give an overview of the National Bison Range Complex.

Jeff King

Jeff: Thank you Toni. Good evening everyone I am the Project Leader at the National Bison Range Complex. I thank you for being here and for your time. You can see here that we cover Lake, Flathead, and Sanders County. We only have two administrative offices, one here at the National Bison Range and one at Lost Trail. In Lake County we have 9 waterfowl production areas and in Flathead County we have 5 WPAs. Kevin Shinn is the manager at Lost Trail Refuge so his responsibility lies within all the areas located within Flathead County. The National Bison Range office, although we do share across refuges, our responsibility is mainly in Lake County, and I use that term loosely, and currently we have 4 maintenance staff and then Amy Lisk, the biologist at the National Bison Range, Kevin Shinn and Beverly Skinner who is the biologist up at Lost Trail.

Jeff: The National Bison Range was established by Theodore Roosevelt in 1908 and is almost 19,000 acres. Its original purpose is for a permanent national bison range for the herd of bison presented by the American Bison Society. Two more purposes were added in later years, in 1921 a refuge and breeding ground for birds, and in 1958 to provide a display pasture for the bison herd on the Montana National Bison Range.

Jeff: We have an economic report called Banking on Nature and we've done this for several National Wildlife Refuges. In 2013 we did the report for NBR so that is where these numbers come from. In 2013 we were the 10<sup>th</sup> most visited refuge in the Nation out of 566 refuges across the U.S. We have roughly 200,000 visitors annually. Our big draw is the Red Sleep Mountain Drive which opens on Mother's Day weekend and closes sometime in mid-October. The report shows that we generate 13 million dollars and approximately 169 jobs in the local communities.

Public: When you say that you generate 13 million, is that gross revenue of the NBR?

Jeff: I believe you're correct, yes. That's folks staying at lodging, eating in restaurants, not just what they spend at the NBR or what our budget contributes to the communities.

Public: What is the gross revenue for just the NBR itself?

Jeff: I don't have that number off the top of my head.

Jeff: We are one of the last remaining publicly owned intermountain grassland habitats in the Nation. The NBR is also comprised of wetlands, grassland, riparian, and forested habitats. The main thing to remember is we might have been established for bison but we are so much more than bison as you can see from this list of wildlife, including over 200 species of migratory birds. We recently added grizzly and wolves to our list as we have documented evidence of those species using the refuge.

Jeff: Ninepipe and Pablo National Wildlife Refuges were established in 1921. They are what we internally refer to as overlay refuges. The FWS has a perpetual easement on those two tracts of land but they are owned by the CSK, held in tribal trust. Our main responsibility is on the upland areas because they are

reservoirs as well. Typically our work involves weed control and improving habitat on the uplands. We've also got 4 impoundments on the Pablo NWR that were constructed by Ducks Unlimited. I'll now turn things over to Kevin Shinn, the manager at Lost Trail Refuge.

#### Kevin Shinn

Kevin: Lost Trail NWR is the only refuge we have in Flathead County. It was brought to the refuge system through the mitigation for Kerr Dam as a result of erosion caused along the north end of Flathead Lake. Flathead Waterfowl Production area is on the north shore of this lake and the erosion took away a lot of the land on that north shore including most of this WPA. Through that mitigation and Montana Power purchasing lands that had waterfowl capabilities along with the Service buying additional lands, made the refuge unit as a whole. In 1999 the Lost Trail officially became a refuge and is roughly 9,225 acres. You'll notice that the refuge encompasses 3 state school trust Montana DNRC leases, we having grazing leases on those that we incorporate in to the refuge. The purposes of the Lost Trail refuge and when they did our first CCP was for migratory birds with an emphasis on waterfowl and other waterbirds, the conservation of fish and wildlife resources, fish and wildlife-oriented recreation, and the conservation of endangered or threatened species. Lost Trail itself, its primary purposes has us working to try to restore wetlands that were in this unit with money from migratory bird funds. We also represent a wildlife corridor between the Great Divide and the Cabinet Mountain Range. There is a gap of private land between the Flathead and Kootenai National Forest that the refuge represents as a corridor between those two and as part of our management we are seeing how we can maintain those public lands and keep restoring them for wildlife like grizzly bears and the Canada lynx which we were just added as critical habitat. We've also been documenting wolverine use on the refuge. The refuge itself is a new refuge and what it has represented so far is the restoration we have done on the refuge.

Kevin: Historically the Great Northern railway came through the Lost Trail refuge and headed west. They put a tunnel through the mountain range and brought it in to the valley. It existed for 10-12 years but then it was moved to Whitefish. When they did that they put the railway through this wetland complex and a river. When the refuge was established, one of our first goals was to restore Dahl Lake, which was drained after settlement, and also to restore the stream that was degraded when the railroad came through. The lake has been restored by filling the ditches that drained the lake. Our lake has grown to over 1,000 acres.

Kevin: The stream restoration, which funded by the Federal Land Access Program grant (FLAP), is going on in to phase 2 right now. Phase 1 included a FLAP that allowed us to use federal funds to repair the county road that travels through the refuge. That county road was historically the Great Northern Railroad. County took over maintenance and ownership of this road and because it was built in wetland areas, it was a nightmare for them to maintain, especially without the population that makes it worthwhile to spend those funds. Using the FLAP funds we were able to repair the sections of the road outside the wetland area and remove the road on to higher elevations. We are in phase 2 now where a contractor is now relocating the road and restoring the stream. That takes care of part of our purposes. Dahl Lake sets in a wetland system and we are trying to restore some of those other areas now beyond Dahl Lake.

Kevin: Lost Trail is also one of the last protected intermountain grassland habitats in the nation. Our habitat is more similar to Washington and Oregon as far as forest, moisture, and the way the habitat grows. This is unique because it is a Palouse prairie system and because of that we have other species that are unique including the endangered Spaulding's catchfly, which can also be found in OR and WA.

We are working with these states to try and restore this species. We also have the largest elk herd found in Region 1 in the state of Montana.

Kevin: I manage the WPA in Flathead County. There are 5 WPAs that range from 2400 acres down to 500 acres in WPAs like Octavia and Blasdel. You might be familiar with the Blasdel barn, which shows up on a lot of state publications because the barn is historic and I believe it's one of the largest in the state.

Flathead WPAs represents both nesting and resting areas for birds that migrate up that corridor traveling to Canada. Because of this distance the north shore of Flathead has been important for these birds as a resting area while they are migrating through. Part of the complexity of managing these properties is public use. We have a mandate from Congress to protect and enhance habitat and then provide public use where it is not detrimental. Flathead WPA sits between Bigfork and Somers which is an area that gets a lot of public use, specifically in the spring time when lake levels go up and it creates a 7 mile beach between the two cities. They all have their unique purposes and aspects that they provide for wildlife.

#### Kelly Hogan

Kelly: I want to talk about policy and where the NBR has been the last 20 years, kind of caught up in a number of issues. Looking at this audience, obviously these slides were put together for a group that probably wasn't as schooled in the administration of refuges as this body is. Since the passage of the Administration Act in 1966 one of the most important things that has happened to refuges is the passage of the 1997 National Wildlife Refuge System Improvement Act (Improvement Act). Basically it gives us a national charter, our organic legislation. It fundamentally requires that we complete a comprehensive look at a refuge, once every 15 years. It also spelled out our mission for the NWR System, which is on the wall, and the FWS. I'm sure some of you can recite it by heart. Toni mentioned that since 1997 we have been without a CCP. It hasn't been quiet at the NBR. Some of the things that we are looking at that have happened over the last 20 years have been one of policy driven issues and probably one of the bigger ones is the first Annual Funding Agreement (AFA) that went in to effect in 2005. That was subsequently terminated and we went in to a long process of a second AFA that was effective in 2009 and then we got sued. We lost that court case, it was a NEPA case, we started again to try and do a third CCP and then a proposal was made that there should be a transfer of the Bison Range and it instantly generated another law suit. If we look at the 20 years, since passage of the Improvement Act, it's not that we have ignored the NBR but the Bison Range has had a lot of things going on. So, with this iteration, we really want to start the CCP process focused on the animals, focused on the ecosystem and do this thing right which is why we are going to do an EIS. We're going to look at all reasonable alternatives, we're going to be inviting cooperating agencies so hopefully we can talk more but this is just a brief overview. We can talk more about what might and might not be in the CCP.

#### Bernardo Garza

Bernardo: What is a CCP? When Congress passed the Improvement Act in 1997 it stated that each refuge should look at the purposes for which the refuge was established and create a 15 year management plan. The Congressional plan is to provide both goals and management direction to achieve the refuge purpose. No one on the staff can deviate for which the refuge was established by Congress. These CCPs outline goals, objectives and strategies for management for each unit of the refuge complex. Congress also instructed us that each one of our plans should be accompanied by an environmental analysis to comply with the National Environmental Policy Act (NEPA).

Bernardo: We will be developing 2 plans, one specific to the NBR and one specific to the other units in the complex. The CCP for the NBR will be accompanied by an EIS and the plan for Lost Trail, Ninepipe, Pablo, and the WMD will be accompanied by an EA. What are the major parts of a CCP? First we look at the purposes of the unit. One of the reasons the Improvement Act was passed was that it was noticed that some of the refuges were allowing uses that were detrimental to the wildlife and habitat. Congress instructed us to detail and understand the purposes for the refuge. The CCP will also outline a vision. What is it the staff wants this refuge to look like 15 years in to the future and establish goals for each management activity the refuge staff undertakes at the refuge? We will develop long range objectives and strategies on how to manage the refuge and finally long term monitoring programs to make sure we are on track to comply with the program set out by the CCP.

Bernardo: What are some of the main components of the schedule? First, usually we begin with preplanning which is when we begin to gather information about the refuge, to figure out who will be asked to be involved with the planning process, what is the planning area, gather some relevant information, and then we engage public involvement and scoping which is precisely what we are doing here tonight with you. We are asking you what is it that we should be looking to address in the plan? What are the major components of this refuge complex that make it unique and valuable for the people of the United States?

Bernardo: This summer we will begin to draft a vision statement and goals for these CCPs. In the fall and winter we will begin to develop and analyze a range of management alternatives asking, what are the different ways we could manage this refuge to accomplish the purposes for which Congress established these refuges? Then we will prepare a draft CCP with this NEPA documentation. We will then go to the public and present the draft plan and ask for your input. Are we on the right track? What do you think of the management alternatives? We are looking at developing this draft CCP between the summer of 2018 and the summer of 2019. After we have considered all the public input and comments and our partners including state of Montana, the tribes, other NGOs, other federal agencies, and all the members of the public, we will prepare and adopt a final CCP.

Bernardo: Once the CCP is done we will monitor and evaluate whether the actions we set forth in the CCP are actually accomplishing the goals we set for ourselves—are we managing the habitat and wildlife in a way that we are complying with the purposes of the refuge? Every 15 years or so we will review and revise the CCP. Today we are here coming to you asking what is it we should be looking at in this plan. So we invite you to provide us comments, opinions, by filling out a comment form, visit our website, and Toni will provide other ways you can help us during this planning process. We encourage you to talk to the members of the staff, both from the refuge and those of us from the Denver Regional Office who came to help with this plan. Right your ideas and we invite you visit different areas of the complex.

Public: Did you say you will monitor or evaluate the plan every 3 years?

Bernardo: No sir, it depends. Some monitoring programs will be every year, for example habitat and wildlife populations, but monitoring programs typically last for the life of the plan, which is 15 years.

Public: Will there periodic reports on how things are going and what the results of monitoring are showing?

Bernardo: Yes, that information will be available to the refuge and is always available to the public if requested.

Toni Griffin

Toni: This concludes our presentations. We would be happy to answer some questions.

Public: I would like to make a request that instead of breaking up that we stay in an open forum so we can hear what other people are saying. I get frustrated when I can't hear what other people are saying. As a question, I would like to ask a group that is planning the CCP, when you are doing the planning are you going to keep in mind the amount of objection that has been raised for the last 20 years over any attempt to take inherently federal jobs out of the hands of federal workers and put them in the hands of special interest groups. Are you going to be getting that specific with the CCP? How does the CCP work?

Toni: Maybe I'll ask the folks from the planning team to come up here so they can help answer questions. We will consider all comments that are submitted during our scoping process. If folks submitted comments during the first NOI that was published in January, those will remain on record and we will consider those. Additional comments that come in will be considered as well.

Public: Will you be considering the 20 years of comments that have come in from hundreds of people about concerns regarding the National Bison Range?

Kelly: As we start this new planning process, we know those comments are out there. We need substantive comments from everybody. You can't just say I like this or I don't like that, we need to be able to evaluate the comment and respond adequately. So, I would guess if you are interested in the CCP process for the NBR, which I assume folks are, it's never a bad idea to provide those substantive comments. Those comments came in January from the NOI and they haven't gone away but we need to have documented substantive comments that we can bring in to the record.

Public: So you are allowed to be that specific in this CCP?

Kelly: Yes, with your comments.

Kelly: I'm going to address the question someone else had about monitoring. Remember a CCP is going to be comprehensive look at the whole complex. Should we have bison, for example? Those are the big questions that a CCP is designed to answer. There is going to be step down plans which gets to that question—when are you going to do monitoring. Jeff and his folks and whoever else he decides to put on the team for those step down plans, that is where they will address monitoring, whether it be biannual, every 3 years, etc. The CCP won't get to that level of specificity. I can sense there are big issues and those comments are welcome from all parties.

Public: As long as you are up there, can you explain the AFA a little bit more?

Kelly: Bernie?

Bernie: I'm new as the refuge supervisor here and I really don't have a good understanding. Jeff has had more experience on how it works. That's not what we're looking at right now. We're looking at how we

can best manage this refuge, including alternatives for that management. I don't exactly what you're looking for.

Public: You mean you won't have AFA?

Bernie: We are looking at the full suite of management options.

Public: Which will include an AFA?

Bernie: Potentially.

Public: What is an AFA?

Public: Annual Funding Agreement

Public: That's the problem. A lot of the public doesn't know what it is.

Public: That has been what has caused the delay of doing this CCP for 20 years.

Kelly: Jeff, do you want to explain what the underpinnings of an AFA are?

Jeff: Sure. The AFA is rooted in the Indian Self Determination and Education Assistance Act. All Department of Interior agencies are directed to negotiate in good faith with tribes that can show a geographical, historical, or cultural connection to a body of land. We've had 2 annual funding agreements on the NBR. One in 2006 and it lasted 12 months and the second one was implemented in 2009 and lasted 18 months until the Service lost the lawsuit in September 2010. An AFA can be, which is a term I use, a robust AFA where there could be entire programs handed over to tribe or it could be specific duties and functions that we do, not just here at the NBR but many NWR in the Nation are subject to these agreements. It can run the gamut from a very small agreement to where a tribe is transferred funding from the FWS to conduct wildlife surveys and that is the extent of their agreement. It has also been a more robust agreement where the tribe is given funding to hire positions to work there on a NWR and have more of an involvement in the operation of the NWR. An AFA is basically what is negotiated. I'm giving you two extreme examples but there is a lot in between.

Missoulain reporter: When Secretary Zinke announced that he was changing course he didn't provide a whole lot of details on what, up until that point, would remain. He wasn't clear if the transfer proposal was going to remain on the table or how far back he was going to restart the process, even for the AFA. Can you tell me what parts up to 2017 are still active and what parts are up for reconsideration?

Bernie: I think basically we're looking at how we can best manage the refuge. I was looking for a quote we got from the Secretary on what he wants us to consider in this process. If we start over and the AFA is evaluated as one of the alternatives, it will be starting over from scratch and we will be looking at what all the possibilities are, just as any other management options. We will take a fresh look at it.

Missoulain reporter: So all of the work that led up to what was almost a completed process?

Bernie: I mean, not everything will be forgotten. We don't know what took place in the negotiations so I'm not going to say it won't be used but we are taking fresh look at it and the complex. I'm not trying to

avoid your question but the information is still there and it's still there we are just taking a fresh look at it.

Missoulain: I guess I am trying to add some context to what 'change course' means. It implies some things are changing.

Bernie: No, I think there was an alternative that was on the table for transfer and I think the Secretary changed course in that he was not in favor at this time of the transfer.

Public: You said we don't know what happened and we don't. I know that Zinke took over and said no dice to the Tribes and that's all I know. So you said, our 3<sup>rd</sup> attempt to do a CCP--this gentleman has said the first one lasted 12 months. Why did that one end? The second one lasted 18 months, until you lost the lawsuit. Why did you lose the lawsuit?

Kelly: The lawsuit was lost in the 2<sup>nd</sup> AFA because they used a Categorical Exclusion which is one of several documents you can use when you are taking a federal action. A CATEX is a group of actions which individually or collectively do not have an environmental impact. There is a higher evaluation called an environmental assessment which can lead to a Finding of No Significant Impact. The highest level of evaluation called an EIS which is where you develop alternatives, you invite cooperating agencies, which is a very formal process. In the second AFA, a CATEX was used and the courts found that level of NEPA was not appropriate.

Public: So, who sued you?

Kelly: That was Reed vs. Salazar and there were several plaintiffs in that suit. I couldn't list them all.

Public: Why did the first AFA end? Yes, you said the first one last 12 months. Why did it go away?

Public: Because there was an attack on a refuge manager by a CSKT leader and there were other attacks, and it's all documented. Dale Hall the Director of the FWS...

Bernie: Jeff can you speak to that about the first one being cancelled? I don't think you were here at that time.

Jeff: No, I wasn't. I was brought in to implement the second AFA. The first agreement was cancelled by the FWS because of alleged performance and conduct issues.

Brian Upton, CSKT attorney: I just wanted to suggest that the planners and the FWS planners address some of the history in the document. We're hearing right now there's some misunderstanding and some misrepresentation of history and I think it would also be a good opportunity to provide some of the history that a lot of folks don't know including the fact that the Tribes are the ones that requested that the government designate Ninepipe and Pablo as conservation areas to begin with. For the record, the first AFA lasted for about a year and a half and some of what you are going to hear tonight about what some of the reasons are for that being terminated by the Service, the Tribes would not agree with. There was some conflict and we moved beyond that and in the second agreement we built a very good relationship with the Service and look forward to continuing that.



Public: One of the issues that needs to be addressed is the personnel issue that has been dogging the NBR for years and has resulted in positions not being filled for years. It is a direct result of the uncertain future of the NBR and so I was wondering if in this plan are you going to develop some type of long-term personnel policy that is going to address this uncertainty so we can clear the air?

Bernardo: Part of every plan is once we have determined to manage all the resources of the refuge, including the wildlife, the public, the infrastructure, we decide what the budget will be, we create a chart that shows how we will implement this plan and it describes the personnel and how many employees will be needed for each part of the plan.

Public: In that, do you describe whether it will be a federal worker, a contractor, or someone under an AFA?

Bernie: It doesn't get in to that specificity. It just says what the staffing level should be.

Public: That is what has caused all the angst at the NBR is the staffing losses because of these AFAs.

Public: I worked at the NBR for 16 years and I went through all of the things people are talking about tonight. I don't want to make a statement but the FWS and the Tribes both were equally at fault on a lot of that stuff because they did not follow what the mission of the Refuge System was and our leaders let politics dictate this process and that is how we ended up in the lawsuits and it broke down. The FWS is not paying attention to what the rules are. Are you going to follow the CCP manual on how CCPs are done? Are you going to follow it wholly or start picking it apart so you can do what you want?

Toni: We have a refuge planning CCP policy and our intention is to follow that policy.

Public: Someone take note of that because if you start varying from that policy because the National Bison Range is somehow different for any reason, heading off in different directions, this CCP should follow the same process done for the other 560 or so refuges. Not any different.

Toni: Yes I agree. In addition to that we will be following the regulations found in NEPA and CEQ regulations. We'll be following a number of policies and regulations through this process.

Public: The Bison Range has been ripped off for years when it comes to the budget. It's getting smaller and smaller and smaller. In order to do a CCP correctly you need the staff on the ground at the NBR that knows the Bison Range. We don't need planners, I'm sorry, from Denver leading the CCP process for the NBR. What is your staff at the NBR now to do a correct and proper CCP? Some of the people at the NBR that can do a proper CCP right now aren't involved in it—I happen to know that. They very well should be. We had a recreation planner that was there for years and years and she retired and I understand we now have a detailer in there to take her position who is pretty new to the Service and doesn't know about the Bison Range. Is she going to be involved in the CCP?

Kelly: Yes

Public: Where is the long-term knowledge of the Bison Range, how could she possibly know?

Bernie: She is only going to be there for 2 ½ months so she isn't necessarily going to be involved but the offer is for all of the staff to take part in this process. The bulk of the CCP process will involve the project

leader in consultation with the planning team to make sure we are addressing the issues brought up. We will also be getting the background information from the project leader. That does not prohibit any one else on the staff, whether it is Amy or an of the maintenance folks, from taking part in the planning process and they are encouraged to do so. We are going to meet with the staff tomorrow and sit and answer their questions and make sure that they know that they are welcome to engage in this process. So, if Pat [retired visitor services manager] wants to be part of this process, she is more than welcome to play a part in it as well.

Public: I would like to be involved in it.

Bernie: That's fine. That is why you are here tonight.

Public: Would Pat and I be invited to the same meetings everyone else is or would I have to wait for the public part? It looks like it will be a while before the public will get a chance to comment on this stuff.

Bernie: We'll take comments all the way up until we develop the draft proposal and then the draft plan will go out to the public. So yeah, we'll take those comments all the way through.

Toni: I would add that part of the initial part of the CCP is to meet with the staff and identify what information we have and what we need. This refuge isn't unlike others where we have position vacancies so if we have a need for information or data we are going to try and fill that need.

Public: Why hasn't the regional office put the staff on board to do this to help you? I happen to know that staff at the NBR are so busy already it's going to be hard for them to do this plan. Amy [NBR biologist] is trying to take care so much already. She has been trying to take care of the weeds up at Ninepipe but she never has enough money or help and the whitetop has become a real problem there now. The strike team shows up but they are addressing targeted needs. They aren't addressing things like whitetop that is spreading. It's those kind of things and people don't understand this. It's solid whitetop on either side of the irrigation canal coming out of that refuge and every rancher has got whitetop coming out everywhere.

Toni: I would say that those are the type of issues that we are looking for. That is a significant issue that you are bringing up that we need to address in the CCP. Thank you for those comments. Is there another question?

Public: The next time you have a public meeting will you please get a public address system. Some of you are easy to understand and some of your voices don't carry very well. I notice there is a few people have gray hair here and some don't hear very well. It would be really nice if we could hear all the speakers.

Toni: Thank you sir.

Gale Decker, Lake County Commissioner: We represent county government and we probably, as far as writing the actual alternatives we don't have much expertise in that area as far as managing the bison range and the wildlife complex, but the point we would like to make is that whatever alternative is finally chosen, it will have a significant economic impact on Lake County. That would be the focus on the input in to the plan to make sure that the economic considerations are taken in to account when eventually they get to the point of choosing an alternative. The Bison Range is a huge driver of our

economy and I think Jeff said something about the millions of dollars and the number of visitors. Again, whatever alternative is chosen, it will affect our local economy.

Toni: Thank you. As part of the EIS and EA we do a socioeconomic analysis and so we will do that for each of the alternatives.

Public: I would like to follow up on your proposal. My group protects public lands and I proposed to Secretary Zinke and Jeff King to expand the Bison Range to be more of a visitation park, similar to the National Parks, since it really functions more like that. I'd like to see that type of consideration given by establishing an entrance at the top of Ravalli Hill which would make it far more convenient for tourists to visit the NBR and that would be accompanied by a lot of upgrades that would allow people to drive to the headquarters and that type of thing. I would be willing to participate, even if it involves and public/private partnership to fund it, I would like to see that option considered as well.

Toni: We have the room until 7 tonight so I would like to wrap up with telling you how we plan to communicate as we go through the planning process. We have set up a project website. If you pick up one of the planning updates you will see on the back that we have listed all our contact information including the project website. We will post all our documents on that website including draft CCPs, news releases, any documents developed through this planning process, will be posted on that website. The first planning update is available here this evening and it talks about how we will begin this process and our planning schedule which is approximately 3 years. It will tell you how to submit comments to us. We will be sending out periodic updates throughout the process. The next one will come at the conclusion of our scoping efforts which will conclude sometime in October of this year. We will include the types of comments we heard from the public and the issues we'll be considering. If you would like to be on our mailing list to receive a hard copy of our updates, we have a mailing list form that you can fill out. We need your permission to add you to our mailing list. If you choose not to be on our mailing list, you can still find them on the planning website.

Toni: Under the contact information there are two email addresses that have been set up in association with this project. We have also provided our phone numbers so you are welcome to call myself or Bernardo or the refuge headquarters. We really encourage you to communicate with us by any means you feel comfortable with, phone, email, project website--we'll take your comments in a number of different ways. We will be coming back to the public and seeking your input. After we develop alternatives we'll seek your input and we'll use that to develop our draft plan. When we have a draft plan we will come to you again. There will opportunities to provide comments throughout the process and we think it will take 3 years.

Public: Will comments be posted?

Toni: We do not post comments associated with individuals but we will summarize the comments that we heard and include those in the planning update. We will make comments from organizations, private, state, federal--available in our planning update.

Public: How is the elephant in the room of the potential of an AFA being back up on the table going to impact the CCP and the process?

Bernie: It's going to be one of the alternatives that we consider or flesh out with other various alternatives.

Public: So it is considered a viable alternative?

Toni: We will consider a range of options.

Bernie: Remember, an AFA doesn't mean there's only one type of AFA. As Jeff pointed out there is a whole suite of options that is viable in an AFA so it isn't an all or none kind of thing. It's a negotiated agreement so it is one of the alternatives under a suite of alternatives that we are going to develop and consider for the management of the Bison Range and the refuge complex.

Public: It would help all of us in this room to understand what a 'suite of alternatives' means. I want to know what the specific suite of alternatives is.

Bernie: What we are doing today is the start of the process so we are taking comments from you all and understanding the things that are important to you about the NBR and as we get further in to the plan, those range of alternatives will be part of that draft document when it goes out to the public.

Toni: You are helping us define what those range of options are.

Public: An AFA should not be an option in the CCP.

Bernardo: I would like to use the word viable. There might be an enormous range of alternatives on how to manage these public lands but in order for us to consider them seriously they have to be viable. This means they actually have to achieve the purpose for which the NBR was established. If an alternative, after our analysis, does not allow us to achieve the purposes of the refuge, it is no longer a viable alternative and so it will be taken out.

Public: Is someone in the FWS going to analyze how much money has been spent on the two AFAs that failed in terms of regional, local, and national personnel that were wasted including how much time was wasted on these other AFAs?

Bernardo: That is not going to be part of the CCP process.

Public: Ok

Tom McDonald, CSKT NRD manager: I came in a little late so you might have covered this. In regards to the new administration, there were previous requirements in NEPA documents that climate change had to be addressed in all planning documents, especially in NEPA processes. Is that going to be changed with this new administration?

Kelly: I think you're referring to CEQ guidance on climate change that came out at the end of last year. I believe that isn't in effect at this point. We will address issues that are identified through this process but if what you are referencing those CEQ regulations that required various levels of NEPA evaluation, that guidance isn't available to us anymore. It's going to be what we get from you guys on what is important.

Public: I wanted to ask a basic common sense question. So basically what you're going to be doing is presenting a viable alternative in a final format that will then result in negotiations with the Tribes for a future AFA?

Bernie: An AFA will be one of the alternatives that is considered. It may or may not be the preferred alternative. What I think you are saying is will the results of this agreement end up in negotiations for another AFA. Maybe—we don't know yet. We haven't developed that range of alternatives and it's very possible that it will be one of the alternatives that we will consider but I don't know if it will be the preferred at this point.

Public: What I was trying to get at was in 3 years you'll have a plan, so now do you start negotiating with the Tribes at that point?

Bernie: Yes, if the AFA alternative is the preferred option or a viable alternative that we look at. It would still be possible even if the AFA wasn't the preferred alternative that an AFA could be a part of a preferred alternative. The negotiations for whatever the agreement is will come after this CCP process.

Public: So the elephant remains in the room and there will be no cost of what that alternative will be.

Bernie: As Toni said we will flush out the socioeconomics of all alternatives.

Public: Even an AFA alternative?

Bernie: Yes, if it is one of the alternatives being considered.

Public: Are you still doing your realignment process and how does that affect the CCP process? All of the other refuges involved in realignment have a CCP but the Bison Range doesn't so how does that affect the status of the Bison Range in realignment? It can all change over night and it could change this CCP plan.

Bernie: They will be simultaneous. We hope the CCP doesn't have to be changed based on realignment. The realignment plan that is out for Region 6 is still in place, it's still out there and this plan will be developed at the same time.

Public: The other refuges in the realignment have CCPs so they know what they are doing. Does realignment change this CCP?

Bernie: If there is a substantial change in the management of the refuge, you have to consider that in this process.

Public: So what comes out in realignment could change the process? I thought a CCP was supposed to direct how that refuge is supposed to operate above anything else, including realignment.

Toni: A CCP can be revised or amended as needed. If there is something that comes out from realignment, a CCP can be updated for any of the units. It is after 7:00 so I just want to wrap up by letting anyone know that if they have comments they want to turn in there is box in the back room or you can take comment forms with you. You can fill them out and we will be accepting comments all

through the planning process. The earlier you can send them in the better. If you'd like to be on our mailing list we need your consent to send you things. Thank you for your time and for your input.

Meeting Adjourned at 7:10 p.m.

**From:** [Garza, Bernardo](#)  
**To:** [Jeff King](#); [Kevin Shinn](#); [Kelly Hogan](#); [McCollister, Matthew](#)  
**Subject:** Tuesday Meeting Agenda and a couple of requests  
**Date:** Friday, July 21, 2017 2:02:25 PM  
**Attachments:** [NBRC CCPs 2017 Preplanning Meeting.doc](#)

---

Jeff and Kevin,

I am attaching here the agenda for next Tuesday's meeting at the Ninepipes Lodge. I know it is a very ambitious agenda, but we do need to at least attempt to cover all of the points.

Because of the combined and multiyear experience of the members of the NBR Complex staff, it is very important that as many of them as possible participate in the meeting. Their institutional knowledge is absolutely vital to help us understand the challenges ahead so we can complete the planning tasks at hand. So please invite all of them if possible. And, if this doesn't sound like an imposition and since Laura has been involved in previous AFAs as well as planning efforts I believe she should participate in Tuesday's meeting as well. I can use all the help I can to try to grasp all the historical and current intricacies of the relationship between NBR and CSKT, as well as the roles and contributions of past and present "players" (MTGFP, counties, NGOs, etc.).

Do we have anyone with Pat Jamieson's experience currently in the staff. And, if not, might it be reasonable and prudent to involve her somehow in the planning process? Please give it some consideration.

Furthermore, please let me know (by early Monday morning) if you could provide a projector for the meeting. Otherwise I will bring one from the Planning office (although I rather not carry one with me all the way to MT if it can be avoided...).

I'll bring my laptop to take notes and connect it to the project. I hope whatever projector we end up using is compatible with my laptop and we don't end up with the same issue we had at the Kalispell library...

See you on Tuesday morning.

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

# National Bison Range Complex

*Comprehensive Conservation Plans / EIS / EA*



## Preplanning Meeting

July 25, 2017, Ninepipes Lodge, Charlo, Montana

### PURPOSE

- The purposes of this meeting include:
  - Consider the ongoing CCP development process to date and the tasks ahead
  - Discuss and organize the first meeting with cooperating agencies in August 2017
  - Look at the draft Memorandum of Agreement with the cooperating agencies
  - Speak about previous CCP development efforts and the lessons learned from them
  - Deliberate on the Work Plan for the NBR Complex CCPs
  - Develop an internal list of issues that the CCPs need to address
  - Find out what the NBR Complex staff wants to accomplish

### AGENDA

**8:30 am** Go over logistics and agenda items and include other items that should be discussed

**9:00 am** Look at a “typical” CCP development process

How the NBR Complex CCPs process differs from the typical process

- The legal component
- How two CCPs begin together and separate later on

Consider the previous CCP development processes and what are the lessons learned

- How can we avoid “pitfalls” or actions that could slow or derail the process?

Are there any issues that need to be brought up and addressed before including cooperators?

Role of the AFA in previous and in the current CCP process

What preplanning has already occurred during previous CCP development processes

- What data or information has been gathered so far during previous planning efforts
- What data and informational gaps remain to date
- Are there any ongoing research or data gathering efforts ongoing at NBRC?

Generate internal list of issues to address in the CCPs

Speak about the draft Work Plan and finalize it

Deliberate on the draft MOU between the Service and the cooperating agencies

Discuss possible dates, sites, and agenda items for the first meeting with cooperating agencies

What does the NBRC staff want to accomplish and what other items should be discussed?

**We will be break for lunch sometime in late morning/early afternoon, and end the meeting around 4 pm**



**From:** [King, Laura](#)  
**To:** [Garza, Bernardo](#)  
**Subject:** Re: Tuesday Meeting Agenda and a couple of requests  
**Date:** Tuesday, July 25, 2017 8:20:41 AM

---

Hi Bernardo,

(b)(5) deliberative process



I do hope I get to see you sometime before you leave. Good luck in your meeting. This is a great staff that deeply cares about the NBR and each other. You should enjoy getting to know all of them better.

Laura

***Laura King, Refuge Program Specialist***

U.S. Fish and Wildlife Service  
National Bison Range  
Moiese, MT 59824  
phone, 406-644-2211, ext. 203  
fax, 406-644-2661

Visit our website at [http://www.fws.gov/refuge/national\\_bison\\_range/](http://www.fws.gov/refuge/national_bison_range/)  
AND check out the [National Bison Range on Facebook!!](#)

On Fri, Jul 21, 2017 at 4:09 PM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:

(b)(5) deliberative process

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Bernardo

On Fri, Jul 21, 2017 at 3:57 PM, King, Laura <[laura\\_king@fws.gov](mailto:laura_king@fws.gov)> wrote:

Hi Bernardo,

(b)(5) deliberative process

[REDACTED]

[REDACTED]

Thanks and good luck next week,

Laura

***Laura King, Refuge Program Specialist***

U.S. Fish and Wildlife Service  
National Bison Range  
Moiese, MT 59824  
phone, 406-644-2211, ext. 203  
fax, 406-644-2661

Visit our website at [http://www.fws.gov/refuge/national\\_bison\\_range/](http://www.fws.gov/refuge/national_bison_range/)  
AND check out the [National Bison Range on Facebook!!](#)

On Fri, Jul 21, 2017 at 2:02 PM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:  
FYI Laura

----- Forwarded message -----

From: **Garza, Bernardo** <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)>  
Date: Fri, Jul 21, 2017 at 2:02 PM  
Subject: Tuesday Meeting Agenda and a couple of requests  
To: Jeff King <[jeff\\_king@fws.gov](mailto:jeff_king@fws.gov)>, Kevin Shinn <[kevin\\_shinn@fws.gov](mailto:kevin_shinn@fws.gov)>, Kelly Hogan <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)>, "McCollister, Matthew" <[matthew\\_mccollister@fws.gov](mailto:matthew_mccollister@fws.gov)>

Jeff and Kevin,

I am attaching here the agenda for next Tuesday's meeting at the Ninepipes Lodge. I know it is a very ambitious agenda, but we do need to at least attempt to cover all of the points.

Because of the combined and multiyear experience of the members of the NBR Complex staff, it is very important that as many of them as possible participate in the meeting. Their institutional knowledge is absolutely vital to help us understand the challenges ahead so we can complete the planning tasks at hand. So please invite all of them if possible. And, if this doesn't sound like an imposition and since Laura has been involved in previous AFAs as well as planning efforts I believe she should participate in Tuesday's meeting as well. I can use all the help I can to try to grasp all the historical and current intricacies of the relationship between NBR and CSKT, as well as the roles and contributions of past and present "players" (MTGFP, counties, NGOs, etc.).

Do we have anyone with Pat Jamieson's experience currently in the staff. And, if not, might it be reasonable and prudent to involve her somehow in the planning process?

Please give it some consideration.

Furthermore, please let me know (by early Monday morning) if you could provide a projector for the meeting. Otherwise I will bring one from the Planning office (although I rather not carry one with me all the way to MT if it can be avoided...).

I'll bring my laptop to take notes and connect it to the project. I hope whatever projector we end up using is compatible with my laptop and we don't end up with the same issue we had at the Kalispell library...

See you on Tuesday morning.

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

**From:** [Garza, Bernardo](#)  
**To:** [Kelly Hogan](#)  
**Subject:** Draft MOU  
**Date:** Monday, July 31, 2017 10:00:32 AM  
**Attachments:** [Draft MOU NBR CCP and EIS with Coop Agencies.docx](#)

---

Per our conversation, I'm attaching the draft MOU for SOL's review.

Please don't forget to ask your SOL POC what to do if the Coop Agencies request access to the PIN information of the public comments received.

Thanks

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**



















**From:** [Hogan, Kelly](#)  
**To:** [Bernardo Garza](#); [McCollister, Matthew](#)  
**Cc:** [Bernie Petersen](#)  
**Subject:** MOU  
**Date:** Tuesday, August 1, 2017 11:42:01 AM  
**Attachments:** [Draft MOU NBR CCP and EIS with Coop Agencies.docx](#)

---

Bernardo

Spoke with Jennifer Rigg today and combined both her and my comments on the attached. Somethings we need to discuss tomorrow.

Matt/Bernie - If you guys want to take a look at this and add comments as well. I have removed MT FWP already but may have missed some references to them.

K



















**From:** [Garza, Bernardo](#)  
**To:** [Hogan, Kelly](#)  
**Cc:** [McCollister, Matthew](#); [Bernie Petersen](#)  
**Subject:** Re: MOU  
**Date:** Tuesday, August 1, 2017 11:45:16 AM  
**Attachments:** [CA first meeting form letter BGedits.docx](#)

---

Thanks Kelly,

I'm attaching here my proposed edits to the draft invitation letter you prepared.

Once we have the hotel information from Matt we can add it to the letter

On Tue, Aug 1, 2017 at 11:41 AM, Hogan, Kelly <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)> wrote:  
Bernardo

Spoke with Jennifer Rigg today and combined both her and my comments on the attached. Somethings we need to discuss tomorrow.

Matt/Bernie - If you guys want to take a look at this and add comments as well. I have removed MT FWP already but may have missed some references to them.

K

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**





**From:** [McCollister, Matthew](#)  
**To:** [Bernardo Garza](#)  
**Subject:** issues list  
**Date:** Monday, August 7, 2017 10:21:44 AM  
**Attachments:** [NBR notes.docx](#)

---

--

Matthew McCollister  
Wildlife Biologist  
Charles M. Russell National Wildlife Refuge  
Lewistown, MT













**From:** [Hogan, Kelly](#)  
**To:** [McCollister, Matthew](#); [Bernardo Garza](#)  
**Subject:** Just a draft  
**Date:** Wednesday, August 9, 2017 10:35:05 AM  
**Attachments:** [AFA in NBR CCP memo.docx](#)

---

What I am thinking to explain why we are not combining the NEPA analysis for the AFA and CCP.

What do you guys think.

K







**From:** [Garza, Bernardo](#)  
**To:** [Hogan, Kelly](#)  
**Subject:** Re: Just a draft  
**Date:** Wednesday, August 9, 2017 10:58:33 AM

---

Kelly,

I think it is a very good draft. It is a complex and long-winded issue that's not easy to explain in a one-page memo. For the sake of succinctness, I might just suggest using "NBR" instead of "National Bison Range" whenever possible in the memo.

As most humans, I'm tempted to edit the document, but only grammatically. However, I find that when I share a draft and all I get are "grammatical and syntax" suggestions those are not really necessary. Besides, Will might edit the draft according to his style.

On Wed, Aug 9, 2017 at 10:35 AM, Hogan, Kelly <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)> wrote:

What I am thinking to explain why we are not combining the NEPA analysis for the AFA and CCP.

What do you guys think.

K

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

**From:** [Garza, Bernardo](#)  
**To:** [Prigan, Sara](#)  
**Subject:** Re: do you know anything about this?  
**Date:** Wednesday, September 6, 2017 10:59:37 AM

---

Hello Sara,

We did not publish anything in the FR because we are still gathering comments from the public and we held a couple more meetings within the scoping period. We are not extending the comment period because we had not closed it yet.

During the first scoping meetings our cooperating agencies and the public requested we carry out two more meetings at different sites. So we listened and responded to their request.

I don't know who used the language "extended comment period".

On Wed, Sep 6, 2017 at 8:14 AM, Prigan, Sara <[sara\\_prigan@fws.gov](mailto:sara_prigan@fws.gov)> wrote:  
Did you all opt to not publish a Federal Register notice for this?

Thanks,  
Sara

----- Forwarded message -----

**From:** **Wilkinson, Susan** <[susan\\_wilkinson@fws.gov](mailto:susan_wilkinson@fws.gov)>  
**Date:** Wed, Sep 6, 2017 at 9:47 AM  
**Subject:** do you know anything about this?  
**To:** Sara Prigan <[sara\\_prigan@fws.gov](mailto:sara_prigan@fws.gov)>, Anissa Craghead <[anissa\\_craghead@fws.gov](mailto:anissa_craghead@fws.gov)>

I can't find any evidence that we extended this comment period. We had published these documents previously:

Notice of Intent To Prepare a Comprehensive Conservation Plan for the National Bison Range, Moiese, Montana 82 FR 22843 <b>22843-22844</b> <b>05/18/2017</b> <b>Docket ID: FWS-R6-R-2017-N074</b> <b>Action: Revised notice of intent; request for comments.</b>	<a href="#">Text</a>	<a href="#">PDF</a>
Notice of Intent To Prepare a Comprehensive Conservation Plan for the National Bison Range, Moiese, Montana 82 FR 5597 <b>5597-5598</b> <b>01/18/2017</b> <b>Docket ID: FWS-R6-R-2016-N221</b> <b>Action: Notice of intent; request for comments.</b>	<a href="#">Text</a>	<a href="#">PDF</a>

## Comment period extended for Bison Range

Issue Date: 9/6/2017

Last Updated: 9/5/2017 6:14:11 PM | By [Caleb M. Soptelean](#)

**POLSON** – The public comment period for a new comprehensive conservation plan for the National Bison Range, Ninepipe Wildlife Refuge and other area conservation lands in Lake and Flathead counties has been extended.

Bernardo Garza, a planning team leader with the U.S. Fish and Wildlife Service in Denver, [said a 30-day extension began Aug. 30](#). Garza made his comment at a public meeting held at the North Lake County Public Library in Polson on Aug. 30. He noted that the effort is the beginning of a three-year process.

The initial public meeting was held June 6, at the Red Lion in Polson.

At question is whether the CCP process will include an annual funding agreement between the FWS and the Confederated Salish and Kootenai Tribes. Two previous annual funding agreements, which involved the tribes in the management of the bison range, ended in 2006 and 2009.

Earlier this year, Secretary of the Interior Ryan Zinke nixed a transfer of the range to the Confederated Salish and Kootenai Tribes that was proposed during the Obama Administration.

One CCP and environmental impact statement will be developed for the National Bison Range and another for Ninepipe, Pablo, and Lost Trail national wildlife refuges and wetland/waterfowl management districts in Lake and Flathead counties. Lake County has nine such properties in the latter designation and Flathead County five, including the 2,600-acre Flathead Waterfowl Production Area that is located along Flathead Lake's northern shore.

The public can make comments by emailing: [scoping\\_NBR@fws.gov](mailto:scoping_NBR@fws.gov) for the bison range or [scoping\\_pablo\\_ninepipe@fws.gov](mailto:scoping_pablo_ninepipe@fws.gov) for the other properties.

For more information, go online at [www.fws.gov/mountain-prairie/refuges/nbrc.php](http://www.fws.gov/mountain-prairie/refuges/nbrc.php) or call 406-644-2211.

--

Susan Wilkinson  
Division of Policy, Performance, and Management Programs  
U.S. Fish and Wildlife Service Headquarters  
5275 Leesburg Pike, MS: BPHC  
Falls Church, VA 22041-3803  
703-358-2506

--

Thanks,

*Sara Prigan*  
*Division of Policy, Performance, and Management Programs*  
*U.S. Fish and Wildlife Service*  
*5275 Leesburg Pike, MS: BPHC*  
*Falls Church, VA 22041-3808*  
*Telephone: 703-358-2508*  
*Cell phone/text: 301-580-6520*

--

**Bernardo Garza**  
**Planning Team Leader**  
**Branch of Policy and Planning**  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

From: [Garza, Bernardo](#)  
To: [Prigan, Sara](#)  
Subject: Re: do you know anything about this?  
Date: Wednesday, September 6, 2017 11:02:39 AM

---

Ok. Thanks

On Wed, Sep 6, 2017 at 11:01 AM, Prigan, Sara <[sara\\_prigan@fws.gov](mailto:sara_prigan@fws.gov)> wrote:  
it was in this release Sue Wilkinson saw:

## Comment period extended for Bison Range

Issue Date: 9/6/2017

Last Updated: 9/5/2017 6:14:11 PM | By [Caleb M. Soptelean](#)

POLSON – The public comment period for a new comprehensive conservation plan for the National Bison Range, Ninepipe Wildlife Refuge and other area conservation lands in Lake and Flathead counties has been extended.

Bernardo Garza, a planning team leader with the U.S. Fish and Wildlife Service in Denver, [said a 30-day extension began Aug. 30](#). Garza made his comment at a public meeting held at the North Lake County Public Library in Polson on Aug. 30. He noted that the effort is the beginning of a three-year process.

The initial public meeting was held June 6, at the Red Lion in Polson.

At question is whether the CCP process will include an annual funding agreement between the FWS and the Confederated Salish and Kootenai Tribes. Two previous annual funding agreements, which involved the tribes in the management of the bison range, ended in 2006 and 2009.

Earlier this year, Secretary of the Interior Ryan Zinke nixed a transfer of the range to the Confederated Salish and Kootenai Tribes that was proposed during the Obama Administration.

One CCP and environmental impact statement will be developed for the National Bison Range and another for Ninepipe, Pablo, and Lost Trail national wildlife refuges and wetland/waterfowl management districts in Lake and Flathead counties. Lake County has nine such properties in the latter designation and Flathead County five, including the 2,600-acre Flathead Waterfowl Production Area that is located along Flathead Lake's northern shore.

The public can make comments by emailing: [scoping\\_NBR@fws.gov](mailto:scoping_NBR@fws.gov) for the bison range or [scoping\\_pablo\\_ninepipe@fws.gov](mailto:scoping_pablo_ninepipe@fws.gov) for the other properties.

For more information, go online at [www.fws.gov/mountain-prairie/refuges/nbrc.php](http://www.fws.gov/mountain-prairie/refuges/nbrc.php) or call 406-644-2211.

On Wed, Sep 6, 2017 at 12:59 PM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:  
Hello Sara,

We did not publish anything in the FR because we are still gathering comments from the public and we held a couple more meetings within the scoping period. We are not extending the comment period because we had not closed it yet.

During the first scoping meetings our cooperating agencies and the public requested we carry out two more meetings at different sites. So we listened and responded to their request.

I don't know who used the language "extended comment period".

On Wed, Sep 6, 2017 at 8:14 AM, Prigan, Sara <[sara\\_prigan@fws.gov](mailto:sara_prigan@fws.gov)> wrote:  
Did you all opt to not publish a Federal Register notice for this?

Thanks,  
Sara

----- Forwarded message -----

From: **Wilkinson, Susan** <[susan\\_wilkinson@fws.gov](mailto:susan_wilkinson@fws.gov)>

Date: Wed, Sep 6, 2017 at 9:47 AM

Subject: do you know anything about this?

To: Sara Prigan <[sara\\_prigan@fws.gov](mailto:sara_prigan@fws.gov)>, Anissa Craghead <[anissa\\_craghead@fws.gov](mailto:anissa_craghead@fws.gov)>

I can't find any evidence that we extended this comment period. We had published these documents previously:

Notice of Intent To Prepare a Comprehensive Conservation Plan for the National Bison Range, Moiese, Montana 82 FR 22843 22843-22844 05/18/2017 Docket ID: FWS-R6-R-2017-N074 <b>Action: Revised notice of intent; request for comments.</b>	<a href="#">Text</a>	<a href="#">PDF</a>
Notice of Intent To Prepare a Comprehensive Conservation Plan for the National Bison Range, Moiese, Montana 82 FR 5597 5597-5598 01/18/2017 Docket ID: FWS-R6-R-2016-N221 <b>Action: Notice of intent; request for comments.</b>	<a href="#">Text</a>	<a href="#">PDF</a>

## Comment period extended for Bison Range

Issue Date: 9/6/2017

Last Updated: 9/5/2017 6:14:11 PM | By [Caleb M. Soptelean](#)

POLSON – The public comment period for a new comprehensive conservation plan for the National Bison Range, Ninepipe Wildlife Refuge and other area conservation lands in Lake and Flathead counties has been extended.

Bernardo Garza, a planning team leader with the U.S. Fish and Wildlife Service in Denver, [said a 30-day extension began Aug. 30](#). Garza made his comment at a public meeting held at the North Lake County Public Library in Polson on Aug. 30. He noted that the effort is the beginning of a three-year process.

The initial public meeting was held June 6, at the Red Lion in Polson.

At question is whether the CCP process will include an annual funding agreement between the FWS and the Confederated Salish and Kootenai Tribes. Two previous annual funding agreements, which involved the tribes in the management of the bison range, ended in 2006 and 2009.

Earlier this year, Secretary of the Interior Ryan Zinke nixed a transfer of the range to the Confederated Salish and Kootenai Tribes that was proposed during the Obama Administration.

One CCP and environmental impact statement will be developed for the National Bison Range and another for Ninepipe, Pablo, and Lost Trail national wildlife refuges and wetland/waterfowl management districts in Lake and Flathead counties. Lake County has nine such properties in the latter designation and Flathead County five, including the 2,600-acre Flathead Waterfowl Production Area that is located along Flathead Lake's northern shore.

The public can make comments by emailing: [scoping\\_NBR@fws.gov](mailto:scoping_NBR@fws.gov) for the bison range or [scoping\\_pablo\\_ninepipe@fws.gov](mailto:scoping_pablo_ninepipe@fws.gov) for the other properties.

For more information, go online at [www.fws.gov/mountain-prairie/refuges/nbrc.php](http://www.fws.gov/mountain-prairie/refuges/nbrc.php) or call 406-644-2211.

--

Susan Wilkinson  
 Division of Policy, Performance, and Management Programs  
 U.S. Fish and Wildlife Service Headquarters  
 5275 Leesburg Pike, MS: BPHC  
 Falls Church, VA 22041-3803  
 703-358-2506

--

Thanks,

Sara Prigan  
 Division of Policy, Performance, and Management Programs  
 U.S. Fish and Wildlife Service  
 5275 Leesburg Pike, MS: BPHC  
 Falls Church, VA 22041-3808  
 Telephone: 703-358-2508  
 Cell phone/text: 301-580-6520

--

**Bernardo Garza**  
**Planning Team Leader**  
 Branch of Policy and Planning  
 U.S. Fish & Wildlife Service, Mountain-Prairie Region  
 Office (303) 236-4377

Fax (303) 236-4792

--

Thanks,

*Sara Prigan*  
*Division of Policy, Performance, and Management Programs*  
*U.S. Fish and Wildlife Service*  
*5275 Leesburg Pike, MS: BPHC*  
*Falls Church, VA 22041-3808*  
*Telephone: 703-358-2508*  
*Cell phone/text: 301-580-6520*

--

**Bernardo Garza**  
**Planning Team Leader**  
**Branch of Policy and Planning**  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**



**From:** [Garza, Bernardo](#)  
**To:** [Hogan, Kelly](#)  
**Subject:** Re: NBR update  
**Date:** Thursday, September 7, 2017 9:09:03 AM  
**Attachments:** [NBR Update 090717\\_BG\\_edits.docx](#)

---

See what you think

On Thu, Sep 7, 2017 at 8:30 AM, Hogan, Kelly <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)> wrote:  
Succinct....can not be more than one page. I am thinking just talk about through Alternatives....they will want more updates. Focus on NBR.

Thank Bernardo!!  
K

On Thu, Sep 7, 2017 at 8:28 AM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:  
Certainly.

How lengthy/succinct?  
How far into the future (the rest of 2017 or until we complete the CCPs?  
Exclusively for NBR or for the entire Complex?

On Thu, Sep 7, 2017 at 5:50 AM, Hogan, Kelly <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)> wrote:  
Morning Bernardo

Will would like us to put together a general update on the NBR planning efforts to date.  
So I started something this morning and sort of ran out of gas. Can you add the next steps and more detail as you see fit.

Has to be one page.

thanks,  
K

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

# INFORMATION MEMORANDUM FOR THE REGIONAL DIRECTOR

**DATE:** September 7, 2017

**FROM:** Will Meeks, ARD-Refuges, 303-236-4303

**SUBJECT:** Status update of National Bison Range Comprehensive Conservation Plan

## **I. STATEMENT OF PURPOSE**

This memorandum is intended to provide the Regional Director, Region 6, USWFS with an update on the current status of planning efforts related to the National Bison Range Complex (NBRC) Comprehensive Conservation Plans (CCP).

## **II. BACKGROUND**

On May 18, 2017 the Service published Notices of Intent (NOI) in the Federal Register to inform the public of the Service's intent to prepare CCPs for all units of the National Bison Range Complex in Montana. The Service intends to prepare a CCP with an Environmental Impact Statement for the National Bison Range, and a CCP with an Environmental Assessment for Pablo, Lost Trail, and Ninepipe National Wildlife Refuges, and the two Northwest Montana Wetland Management Districts (Flathead County and Lake County).

## **III. DISCUSSION**

As of the date of this memorandum, the Service has conducted three public scoping meetings in Montana: Polson (June 6), Kalispell (June 7) and Missoula (September 30). All comments received during the scoping process will be included in a "Scoping Report" to be assembled in October.

The Service also held the first meeting with cooperating agencies in Charlo, Montana. The agencies that accepted the Service's invitation to participate as cooperators include the Confederated Salish and Kootenai Tribes (CSKT), Montana's Lake and Sanders Counties, and the Bureau of Indian Affairs (BIA). Representatives of the cooperating agencies will serve as part of the CCP planning team (Planning Team) together with NBRC staff and Region 6 RO personnel.

## **IV. NEXT STEPS**

The Planning Team will convene in a CCP workshop in October to review the purposes of each of the units of the NBRC, and to develop a vision and a set of goals for the NBRC. The results of this workshop, together with the issues identified during the scoping period, will be the foundation upon which to develop a range of viable management alternatives for the NBRC. The Planning Team will reconvene in a workshop in January 2018, and will continue to work together until the Service is ready to release a draft range of alternatives for public review in March 2018. Based on substantive comments received, the Planning Team will revise as appropriate and finalize the alternatives.

**From:** [Garza, Bernardo](#)  
**To:** [King, Jeff](#)  
**Subject:** Re: NBR CCP coop agreement  
**Date:** Friday, September 8, 2017 11:48:39 AM  
**Attachments:** [NBR CCP and EIS Cooperating Agencies MOU.pdf](#)

---

Hello Jeff,

It was good to see you in the RO, however short that was.

I'm attaching here the PDF of the MOU for you to forward to Jim Williams for review.

Sorry I couldn't send it to you before, but first I had to send it again to the Solicitor's Office for a second review after Lake County proposed changes.

On Thu, Sep 7, 2017 at 3:53 PM, King, Jeff <[jeff\\_king@fws.gov](mailto:jeff_king@fws.gov)> wrote:

Bernardo,

I spoke with Jim Williams, Regional Supervisor with Montana Fish, Wildlife and Parks today. He would like to take a look at the agreement. Can you provide me with the final version that the other cooperators signed? I will forward that to Jim for his review.

Good to see you yesterday.

Thanks,

jk

***Jeff King, Project Leader***

National Bison Range Complex  
58355 Bison Range Road  
Moiese, MT 59824  
(406) 644-2211, ext. 204

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

















**From:** [McCollister, Matthew](#)  
**To:** [Bernardo Garza](#); [Kelly Hogan](#)  
**Subject:** notes from Missoula meeting  
**Date:** Wednesday, September 20, 2017 1:22:33 PM  
**Attachments:** [Missoula Public Meeting Notes.docx](#)

---

See attached, there is a copy on the Planning drive in the public scoping folder

--

Matthew McCollister  
Wildlife Biologist  
Charles M. Russell National Wildlife Refuge  
Lewistown, MT

## Meeting Notes

### National Bison Range Public Scoping

August 30, 2017 6-8 pm

Missoula Public Library

Regional planner Bernardo Garza began the meeting with a brief presentation about the Comprehensive Conservation Planning process; refuge manager Kevin Shinn introduced and described the units of the Complex; and project leader Jeff King described the National Bison Range and initiated questions and comments from the public. Jeff also told the crowd that the potential for an Annual Funding agreement was outside the scope of the CCP effort and that the service was most interested in their questions and comments on the management of resources on the NBR complex. There was a good turnout for this meeting; but as a result, I had a hard time keeping the commenters straight. I attempted to identify individuals when possible.

Public #1- The refuge shouldn't be hiring one people over another, hiring should be open and competitive. Why are there so many vacant positions?

Jeff- The refuge has been in limbo, and the service didn't want those positions encumbered considering there was a potential transfer, in that case the service would want to minimize the impact to employees.

Skip Palmer- With these vacancies, and I'm thinking of Bowdoin's CCP effort and staffing which has always had a full complement of staff; with the staff you have can you do a good job of a CCP? With using outsiders to the NBR to make very important decisions, decisions that need to consider the history of the NBRs management? Can you get the job done?

Jeff- This is my 4<sup>th</sup> CCP, I have seen good plans and bad plans. I think that we can write a CCP that answers a lot of questions for us, but it would be improved if we had a full staff. We are anxious to hear from the public because we don't have all the answers. I am hopeful that this plan will be a good one.

Public #2, a lady associated with Sierra Club- If we are asking about more staff even though there is less funding, wouldn't the service save money by transferring the refuge to CSKT. . .

Susan Reneau interrupts Public #2 with a sharp reply about money that I couldn't understand, a man sitting next to her motions for her to calm down.

Public #2 resumes- I am disappointed that the transfer wasn't considered anymore, I know that there is a new administration but why couldn't the January NOI have run its course with a full range of alternatives?

Jeff- We are directed by superiors, and the secretary of the interior said that we would not be transferring the NBR. Also the NOI did not state an AFA specifically; we will be cooperating with the tribe. We will not be exploring an AFA in the CCP, because the CCP is about what work needs to be done, not about who does that work. An AFA could come up in a separate process later on.

Public #3- What can we do to help you get more funding?

Jeff- The first step is your participation tonight; you also have representatives that speak for you. We all see opportunities and recognized that the NBR is special.

Susan Reneau- There have been 2 CCP meetings, and comments have been solicited, and there have been 2 secret meetings with CSKT that were off limits. None of the comments have been summarized and I want to know if we are being heard? How much is it costing tax payers to have a planning lead that works in the Denver Office and why isn't it Jeff King?

Jeff defers to Bernardo Garza- We will be writing a summary report of the comments received and it will be posted on the website.

Susan interrupts again- Is Jeff the lead for this CCP?

Bernardo- I am here to help Jeff with the development of this plan. I see myself as a catalyst to assist this CCP, but Jeff will ultimately be the one to implement it.

Public #3, retired USFWS used to work at CMR- Getting back to all of this AFA talk, it doesn't work with 2 agencies managing one place. We've seen it with the Game Range and split management by BLM and FWS from the Game Range Bill. There needs to be one agency making decisions, split decisions don't work.

Jeff- Thank you for the comment, but we are not talking about an AFA, we need to stay focused on resources for the CCP.

Public #4, a lady that uses the NBR for wildlife observation- I would like to see a focus on important songbirds like grasshopper sparrow, keeping snags for bird habitat, and a bigger visitor center.

Public #5- If you aren't talking about an AFA alternative, then what mechanisms will be included in the future for collaborating with tribes? I am an educator and I used the NBR with my students and it's

important to incorporate the Native American history. It is important to include the tribes in the refuge's programs, how will you do that?

Jeff- We work with CSKT on natural and cultural resources. Amy is working with a reservation treaty grant to address resource management, we work together a lot and we can expand that. We do a lot with the tribe.

Public #5- I want to stress coordination.

John Marshall- Zinke squashed the transfer, has there been any rationale or is this racism sustained by the Administration?

Jeff- I only know about what I have read, I can't speak for Sec. Zinke.

Pat Jameson- It is hard working through a CCP, who does the work is more of a step down plan. A CCP doesn't preclude tribal involvement.

Mr. Reneau, Susan's husband- We read that the NBR has outlived its usefulness, but I think that its genetically pure bison are what is important.

Jeff- That is our priority, our bison management is growing, we have DNA for each animal, and we work with the greater FWS metapopulation.

Mr. Reneau- So it hasn't outlived its usefulness?

Jeff- I couldn't agree more.

Public #6- Talking visions and goals is lofty, but those are going to be done by people, shouldn't who does it be a consideration when you are short staffed, how will this happen?

Jeff- That is some of what the CCP is supposed to address, how do we meet our goals, what needs to be done, and it does take staff; but everyone on wants to be a priority and the CCP is our way of justifying ours.

Public # 7- USFWS has gone from 9600 to 7000 employees, staffs are shrinking.

Public #8- Development is reducing habitat, are there hopes for acquiring more?

Jeff- We are all competing for limited funding to acquire land, it depends on priorities. Currently the PPR is the priority, there are some opportunities in the Mission valley but it's competitive.

Pat- The NBR includes a lot of easements also, and the tribe does too, for grizzly bear.

Skip- Taking care of the land after we acquire it is more important than getting more; we can't keep weeds off what we have.

Public #2- Why has it taken so long of this CCP to come up?

Jeff- We have had 2 starts that failed, the NBR was one of the first CCPs attempted.

Pat- We got Lost Trail NWR and it stopped the first one, then the 2<sup>nd</sup> attempt was put on hold when an AFA started.

Jeff- I stopped one attempt because we lost critical staff.

Susan- Do you think that some of the turmoil at the NBR is why it hasn't been done in 20 years?

Jeff- I don't know if I have a good answer for you on that.

Public #8- How do you prioritize species etc. with all the factors like climate changes, T and E recoveries, etc.?

Jeff- The establishment orders, migratory birds, and other priorities are mostly dictated by congress. It is not the refuges choice to decide what our trust resources are; we can't do something to degrade those resources.

Public #9- Do you see any chance to restore Bison to Lost Trail?

Jeff- That would be politically very complicated for a lot of reasons including fear of brucellosis spread to cattle.

Public # 10- Can you educate the public that bison are not the risk for transmitting brucellosis to cattle, but instead it is elk.

Jeff- That would be a great use of our outreach and visitor services.

Public # 10- Can you put that up on the website?

Public #11- Can there be a Citizens Advisory Group in the CCP process?



Bernardo Garza- There are cases where there has been something like that, but it is very cumbersome because of FACA compliance, there are lots of rules. I've never done it but they can be done and useful. We are not opposed to it, but we also have Cooperating Agencies to help in our planning process. Some agencies participate, some decline; but ultimately the FWS is the decisions maker in the CCP.

Public #12- Going back to big goals, wildlife is connected to the habitat. All of this depends on public support, education, and outreach programs for now and the future. This is a great opportunity for youth and the public; this should be a high priority.

Public #13- What resources do you have for interns and volunteers?

Jeff- We have programs for those but they all take resources and currently our visitor services position is vacant. But we have had good success, we've had big responses and gotten great help from volunteers but we do not have enough time to make the most of that group. But our visitor center has been greatly helped by volunteers.

Public #14- Do you have a friends group?

Jeff- No, but it takes a person to manage one; I'd like to see one in the future.

Public #15- I'd like to see student involvement and you need their presence.

At this point we reached the end of our conference room reservation. The public was encouraged to fill out comment forms and mailing list consent forms.

**SIGN-IN SHEET**  
**National Bison Range Complex**  
**Comprehensive Conservation Plan**  
**June 7, 2017 Scoping Meeting, Kalispell MT**

NAME	AFFILIATION
Ralph D. Wassen	Retired P.L., National Wildlife Refuge System
BRIAN UPTON	CSKT
Catherine Werth	<del>CSKT</del>
Madison Cogar	
Katie Boyles	LTNWR
Wally Congdon	Lake County, KY Polson
Rosa Lee Behrens	(b) (6)
Marvin Kaschke	
Susan Reneau	book author - Missoula, MT
Nicky Ouellet	Montana Public Radio
Sam Wilson	Daily Star Lake
Shira Hereld	Montana Conservation Corps
Alex Rose	MCC
Dan King	MCC
Holly Black	MCC
Jennifer Doherty	MCC
meaghan Freeman Ricker	MCC

**From:** [Garza, Bernardo](#)  
**To:** [Kelly Hogan](#)  
**Subject:** Fwd: F17PD02031-CCP Services Award  
**Date:** Thursday, September 21, 2017 2:26:22 PM  
**Attachments:** [F17PD02031-CCP Services Award.pdf](#)

---

FYI

----- Forwarded message -----

**From:** **Ferguson, Terri** <[terri\\_ferguson@fws.gov](mailto:terri_ferguson@fws.gov)>  
**Date:** Thu, Sep 21, 2017 at 12:33 PM  
**Subject:** F17PD02031-CCP Services Award  
**To:** "Garza, Bernardo" <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)>  
**Cc:** FW6 PRTeam <[fw6\\_prteam@fws.gov](mailto:fw6_prteam@fws.gov)>, "Edwards, Helen" <[helen\\_edwards@fws.gov](mailto:helen_edwards@fws.gov)>

Hey folks. Here is the award for the CCP. Please let me know if you have any questions.

--

Terri Ferguson  
Supervisory Contract Specialist  
US Fish & Wildlife  
134 Union Blvd  
Lakewood, CO 80228  
[Terri\\_Ferguson@fws.gov](mailto:Terri_Ferguson@fws.gov)  
303-236-4321

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

# ORDER FOR SUPPLIES OR SERVICES

PAGE OF PAGES

1

4

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

1. DATE OF ORDER 09/21/2017		2. CONTRACT NO. (If any) GS-00F-070CA		6. SHIP TO: a. NAME OF CONSIGNEE FWS BRANCH OF PLANNING	
3. ORDER NO. F17PD02031		4. REQUISITION/REFERENCE NO. 0040342466		b. STREET ADDRESS DENVER FEDERAL CENTER P.O. BOX 25486	
5. ISSUING OFFICE (Address correspondence to) FWS, DIVISION OF CONTRACTING AND GE LAKE PLAZA NORTH 134 UNION BOULEVARD LAKEWOOD CO 80228-1807		c. CITY DENVER		d. STATE CO	e. ZIP CODE 80225-0486
7. TO: Elizabeth Powell		f. SHIP VIA			
a. NAME OF CONTRACTOR MARSTEL-DAY, LLC		8. TYPE OF ORDER			
b. COMPANY NAME		<input type="checkbox"/> a. PURCHASE REFERENCE YOUR:		<input checked="" type="checkbox"/> b. DELIVERY Except for billing instructions on the reverse, this delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above-numbered contract.	
c. STREET ADDRESS 417 WOLFE ST		Please furnish the following on the terms and conditions specified on both sides of this order and on the attached sheet, if any, including delivery as indicated.			
d. CITY FREDERICKSBURG	e. STATE VA	f. ZIP CODE 22401-5947			
9. ACCOUNTING AND APPROPRIATION DATA 01		10. REQUISITIONING OFFICE FWS BRANCH OF PLANNING			

11. BUSINESS CLASSIFICATION (Check appropriate box(es)) <input checked="" type="checkbox"/> a. SMALL <input type="checkbox"/> b. OTHER THAN SMALL <input type="checkbox"/> c. DISADVANTAGED <input checked="" type="checkbox"/> d. WOMEN-OWNED <input type="checkbox"/> e. HUBZone <input type="checkbox"/> f. SERVICE-DISABLED VETERAN-OWNED <input type="checkbox"/> g. WOMEN-OWNED SMALL BUSINESS (WOSB) ELIGIBLE UNDER THE WOSB PROGRAM <input type="checkbox"/> h. EDWOSB				12. F.O.B. POINT Destination	
13. PLACE OF a. INSPECTION Destination		b. ACCEPTANCE Destination		14. GOVERNMENT B/L NO.	
				15. DELIVER TO F.O.B. POINT ON OR BEFORE (Date) 09/30/2021	
				16. DISCOUNT TERMS ACCP	

## 17. SCHEDULE (See reverse for Rejections)

ITEM NO. (a)	SUPPLIES OR SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	Contract DUNS: 038090390  This task order is being issued for Comprehensive Conservation Plan Services in accordance with the statement of work dated July 13, 2017. The contractor shall provide Continued ...					
SEE BILLING INSTRUCTIONS ON REVERSE	18. SHIPPING POINT		19. GROSS SHIPPING WEIGHT		20. INVOICE NO.	
	21. MAIL INVOICE TO:					\$160,436.00
	a. NAME Invoice Processing Platform System					
	b. STREET ADDRESS (or P.O. Box) US Department of Treasury http://www.ipp.gov					\$160,436.00
c. CITY			d. STATE	e. ZIP CODE		

17(h)  
TOTAL  
(Cont.  
pages)

17(i)  
GRAND  
TOTAL

22. UNITED STATES OF  
AMERICA BY (Signature)

23. NAME (Typed)  
Terri Ferguson  
TITLE: CONTRACTING/ORDERING OFFICER

## ORDER FOR SUPPLIES OR SERVICES

PAGE NO

## SCHEDULE - CONTINUATION

2

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

DATE OF ORDER	CONTRACT NO.	ORDER NO.
09/21/2017	GS-00F-070CA	F17PD02031

ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	<p>assistance in facilitation and environmental analysis as part of development of the CCPs for the National Bison Range Complex.</p> <p>This is a fixed-price task order for a base period of 18 months and two 12-month option periods.</p> <p>Contractor is authorized to submit monthly progress invoices for payment. At a minimum, invoices shall outline task worked, hours, position and percentage or progress made on that task to date.</p> <p>Technical POC: Bernardo Garza at 303-236-4377 or bernardo_garza@fws.gov</p> <p>Legacy Doc #: FWS Invoice Review Required: Y Admin Office: FWS, DIVISION OF CONTRACTING AND GE LAKE PLAZA NORTH 134 UNION BOULEVARD Lakewood CO 80228-1807</p> <p>Account Assignm: K G/L Account: 6100.252R0 Business Area: F000 Commitment Item: 252R00 Cost Center: FF06R06000 Functional Area: FRS126100.000000 Fund: 178F1611MD Fund Center: FF06R06000 Project/WBS: FX.RS12610600000 PR Acct Assign: 01 Period of Performance: 10/01/2017 to 09/30/2021</p>					
00010	<p>Comprehensive Conservation Plan Services</p> <p>The following services shall be provided in accordance with the SOW and the contractor's proposal dated 8/4/2017:</p> <p>General Administrative Costs: \$22,546.55 Alternatives Workshop (Task #3): \$14,361.14 Objectives &amp; Strategies Workshop (Task #4): \$35,327.99 Impacts Workshop (Task #5): \$35,340.19 Public Meetings (Tasks 6&amp;7): \$33,365.67 Continued ...</p>				160,436.00	

TOTAL CARRIED FORWARD TO 1ST PAGE (ITEM 17(H))

\$160,436.00

ORDER FOR SUPPLIES OR SERVICES  
SCHEDULE - CONTINUATION

PAGE NO  
3

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

DATE OF ORDER  
09/21/2017

CONTRACT NO.  
GS-00F-070CA

ORDER NO.  
F17PD02031

ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	<p>***OPTIONAL TASKS***</p> <p>Funds in the amount of \$19,494.46 are currently available for these tasks. Additional funds will be provided as they become available. The contractor is only obligated to provide services and the Government is only obligated to pay for services up to the current level of funding.</p> <p>NEPA Analysis-Impacts (Task #8): \$33,354.47 NEPA Analysis-Comments (Task #9): \$40,837.03 Comment Analysis (Task #10): \$25,572.10</p> <p>Questions concerning this order shall be directed to Terri Ferguson at 303-236-4321 or terri_ferguson@fws.gov</p> <p>The total amount of award: \$160,436.00. The obligation for this award is shown in box 17(i).</p>					

TOTAL CARRIED FORWARD TO 1ST PAGE (ITEM 17(H))

\$0.00

52.217-8 Option to Extend Services. (NOV 1999)

52.217-9 Option to Extend the Term of the Contract.

Electronic Invoicing and Payment Requirements - Invoice Processing Platform (IPP) (April 2013)

**52.217-8 Option to Extend Services. (NOV 1999)**

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within five days.

(End of clause)

**52.217-9 Option to Extend the Term of the Contract. (MAR 2000)**

(a) The Government may extend the term of this contract by written notice to the Contractor within 5 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least [15]days before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed [42] months.

(End of clause)

**Electronic Invoicing and Payment Requirements - Invoice Processing Platform (IPP) (April 2013)**

Payment requests must be submitted electronically through the U. S. Department of the Treasury's Invoice Processing Platform System (IPP).

"Payment request" means any request for contract financing payment or invoice payment by the Contractor. To constitute a proper invoice, the payment request must comply with the requirements identified in the applicable Prompt Payment clause included in the contract, or the clause 52.212-4 Contract Terms and Conditions - Commercial Items included in commercial item contracts. The IPP website address is: <https://www.ipp.gov>.

Under this contract, the following documents are required to be submitted as an attachment to the IPP invoice [CO to edit and include the documentation required under this contract]:

The Contractor must use the IPP website to register, access and use IPP for submitting requests for payment. The Contractor Government Business Point of Contact (as listed in SAM will receive enrollment instructions via email from the Federal Reserve Bank of Boston (FRBB) within 3 - 5 business days of the contract award date. Contractor assistance with enrollment can be obtained by contacting the IPP Production Helpdesk via email [ippgroup@bos.frb.org](mailto:ippgroup@bos.frb.org) or phone (866) 973-3131.

If the Contractor is unable to comply with the requirement to use IPP for submitting invoices for payment, the Contractor must submit a waiver request in writing to the Contracting Officer with its proposal or quotation.

(End of Clause)

**From:** [Ferguson, Terri](#)  
**To:** [Garza, Bernardo](#)  
**Cc:** [FW6 PRTeam](#)  
**Subject:** F17PB00358-Writing, Editing Award  
**Date:** Friday, September 22, 2017 11:33:01 AM  
**Attachments:** [F17PB00358-Writing, Editing Award.pdf](#)

---

Hey there. This is the last one! Have a great weekend Bernardo!

--

Terri Ferguson  
Supervisory Contract Specialist  
US Fish & Wildlife  
134 Union Blvd  
Lakewood, CO 80228  
[Terri\\_Ferguson@fws.gov](mailto:Terri_Ferguson@fws.gov)  
303-236-4321



ORDER FOR SUPPLIES OR SERVICES						PAGE OF PAGES		
IMPORTANT: Mark all packages and papers with contract and/or order numbers.						1	3	
1. DATE OF ORDER 09/22/2017		2. CONTRACT NO. (If any) F17PA00026		6. SHIP TO:				
3. ORDER NO. F17PB00358		4. REQUISITION/REFERENCE NO. 0040351680		a. NAME OF CONSIGNEE  FWS BRANCH OF PLANNING				
5. ISSUING OFFICE (Address correspondence to) FWS, DIVISION OF CONTRACTING AND GE LAKE PLAZA NORTH 134 UNION BOULEVARD Lakewood CO 80228-1807				b. STREET ADDRESS DENVER FEDERAL CENTER P.O. BOX 25486				
				c. CITY DENVER	d. STATE CO	e. ZIP CODE 80225-0486		
7. TO: Dawn Johnson				f. SHIP VIA				
a. NAME OF CONTRACTOR AMEC FOSTER WHEELER ENVIRONMENT &				8. TYPE OF ORDER				
b. COMPANY NAME				<input type="checkbox"/> a. PURCHASE REFERENCE YOUR: RFQ1176707-AZP		<input checked="" type="checkbox"/> b. DELIVERY  Except for billing instructions on the reverse, this delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above-numbered contract.		
c. STREET ADDRESS 751 ARBOR WAY, STE 180								
d. CITY BLUE BELL		e. STATE PA	f. ZIP CODE 19422-1972	Please furnish the following on the terms and conditions specified on both sides of this order and on the attached sheet, if anv. including delivery as indicated.				
9. ACCOUNTING AND APPROPRIATION DATA 01				10. REQUISITIONING OFFICE FWS SCIENCE ADVISOR TO THE DIRECTOR				
11. BUSINESS CLASSIFICATION (Check appropriate box(es))						12. F.O.B. POINT		
<input type="checkbox"/> a. SMALL <input checked="" type="checkbox"/> b. OTHER THAN SMALL <input type="checkbox"/> c. DISADVANTAGED <input type="checkbox"/> d. WOMEN-OWNED <input type="checkbox"/> e. HUBZone  <input type="checkbox"/> f. SERVICE-DISABLED VETERAN-OWNED <input type="checkbox"/> g. WOMEN-OWNED SMALL BUSINESS (WOSB) ELIGIBLE UNDER THE WOSB PROGRAM <input type="checkbox"/> h. EDWOSB						Destination		
13. PLACE OF			14. GOVERNMENT B/L NO.		15. DELIVER TO F.O.B. POINT ON OR BEFORE (Date) 09/30/2020		16. DISCOUNT TERMS	
a. INSPECTION Destination		b. ACCEPTANCE Destination				ACCP		
17. SCHEDULE (See reverse for Rejections)								
ITEM NO. (a)	SUPPLIES OR SERVICES (b)			QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	GSA Contract #: GS00F314CA Contract DUNS: 038086125  This BPA Call is being issued for Writing/Editing Services in accordance with the statement of work dated July 2017. The Continued ...							
SEE BILLING INSTRUCTIONS ON REVERSE	18. SHIPPING POINT		19. GROSS SHIPPING WEIGHT		20. INVOICE NO.		\$149,110.00	17(h) TOTAL (Cont. pages) ▲
	21. MAIL INVOICE TO:							
	a. NAME		Invoice Processing Platform System					
	b. STREET ADDRESS (or P.O. Box)		US Department of Treasury http://www.ipp.gov					
	c. CITY		d. STATE	e. ZIP CODE		\$149,110.00	17(i) GRAND TOTAL ▲	
22. UNITED STATES OF AMERICA BY (Signature)				23. NAME (Typed) Terri Ferguson TITLE: CONTRACTING/ORDERING OFFICER				

**ORDER FOR SUPPLIES OR SERVICES**  
**SCHEDULE - CONTINUATION**

PAGE NO  
2

**IMPORTANT:** Mark all packages and papers with contract and/or order numbers.

DATE OF ORDER 09/22/2017	CONTRACT NO. F17PA00026	ORDER NO. F17PB00358
-----------------------------	----------------------------	-------------------------

ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	<p>contractor shall provide assistance in writing, editing, formatting, layout and Section 508 compliance as part of the development of CCPs, NEPA documents, and an HMP for various units of the National Wildlife Refuge System throughout Region 6.</p> <p>This is a fixed-price Call for a base period of 36 months and two 12-month extension periods as follows:</p> <p>Base: Oct. 1, 2017 thru Sep. 30, 2020 Ext. Year #1: Oct. 1, 2020 thru Sep. 2021 Ext. Year #2: Oct. 1, 2021 thru Sep. 30, 2022</p> <p>Contractor is authorized to submit monthly progress invoices for payment. At a minimum, invoices shall outline task worked, hours, position and percentage or progress made on that task to date.</p> <p>Technical POC: Bernardo Garza at 303-236-4377 or bernardo_garza@fws.gov</p> <p>Legacy Doc #: FWS Admin Office: FWS, DIVISION OF CONTRACTING AND GE LAKE PLAZA NORTH 134 UNION BOULEVARD Lakewood CO 80228-1807 Account Assignm: K G/L Account: 6100.252Z0 Business Area: F000 Commitment Item: 252Z00 Cost Center: FF06R06000 Functional Area: FRS126100.000000 Fund: 178F1611MD Fund Center: FF06R06000 Project/WBS: FX.RS12610600000 PR Acct Assign: 01 Period of Performance: 10/01/2017 to 09/30/2022</p>					
00010	<p>Writing/Editing, Services</p> <p>The following services shall be provided in Continued ...</p>				149,110.00	

TOTAL CARRIED FORWARD TO 1ST PAGE (ITEM 17(H))

\$149,110.00

# ORDER FOR SUPPLIES OR SERVICES

## SCHEDULE - CONTINUATION

PAGE NO  
3

**IMPORTANT:** Mark all packages and papers with contract and/or order numbers.

DATE OF ORDER 09/22/2017	CONTRACT NO. F17PA00026	ORDER NO. F17PB00358
-----------------------------	----------------------------	-------------------------

ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	<p>accordance with the SOW and the contractor's proposal dated Sep. 11, 2017:</p> <p>Task #1 - Bear River MBR HMP and EA: \$23,042.72</p> <p>Task #2 - Russell WMD &amp; Grass Lake, Hailstone, &amp; War Horse NWRs: \$30,365.91</p> <p>Task #3 - Bear River MBP: \$37,297.20</p> <p>***OPTIONAL TASKS***</p> <p>Funds in the amount of \$58,40417 are currently available for these tasks. Additional funds will be provided as they become available. The contractor is only obligated to provide services and the Government is only obligated to pay for services up to the current level of funding.</p> <p>Task #4 - National Bison Range: \$71,197.21</p> <p>Task #5 - Lost Trail, Ninepipe &amp; Pablo NWRs, &amp; NW Montana WMDs: \$37,923.09</p> <p>Period of Performance: 10/01/2017 to 09/30/2020</p> <p>Questions concerning this Call shall be addressed to Terri Ferguson at 303-236-4321 or <a href="mailto:terri_ferguson@fws.gov">terri_ferguson@fws.gov</a></p> <p>The total amount of award: \$149,110.00. The obligation for this award is shown in box 17(i).</p>					

TOTAL CARRIED FORWARD TO 1ST PAGE (ITEM 17(H))

\$0.00

**From:** [Pat Jamieson](#)  
**To:** [scoping\\_NBR@fws.gov](mailto:scoping_NBR@fws.gov); [bisonrange@fws.gov](mailto:bisonrange@fws.gov); [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov); [bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)  
**Subject:** comments for Bison Range Complex CCP scoping  
**Date:** Saturday, September 30, 2017 12:32:54 PM  
**Attachments:** [NBR CCP Scoping comments.Pat Jamieson.docx](#)

---

Hello

below are some comments. Please also see attached if that is more convenient.  
Thank you

Pat Jamieson

(b) (6)

National Bison Range Complex- CCP Scoping comments.

I would like to start my comments with the plea that current R6 organizational chart for staffing at the National Bison Range Complex would be filled as soon as possible. It would be in the best interest neither of the natural resources nor to the public to wait the 2 to 3 (or more) years it will take before the CCP is complete. If staffing is delayed any longer, then the implementation of any CCP would be delayed while staff is hired and trained, not to mention the time needed to bring resources back to the level they were before the filling of vacancies was frozen. The Complex needs to have its current organization chart filled to capacity acknowledging the restriction due to budget. However, these restriction should be based on budget and not on political concerns. The Complex should be treated with equal weight as other Field Stations in the Region. There is no reason why the Lead Biologist position has been empty for 4 years, not to mention the other empty positions (from 2 ½ to 5 years).

All aspects of the Bison Range Complex should be addressed, including:

1. Bison conservation and genetics:

The Bison Range is critical for this effort since it is the founding herd for a bison meta-population, including the Rocky Mountain Arsenal NWR and Neil Smith NWR.

2. Habitat preservation and conservation:

The Bison Range has one of the largest remaining remnants of intermountain prairie. It also includes extensive wetland habitat with Ninepipe and Pablo NWRs and the Northwest Montana WMD as well as an easement program around Ninepipe NWR.

3. Integrated weed control:

Continue current works to maintain habitat for bison and other wildlife as well as preserving one of the last remaining remnants of the intermountain prairie as well as wetland habitats of the complex.

4. Public Use:

The National Bison Range is one of the most visited Refuges in the country and is an important place for environmental education, as well as a means to reach people with Service messages and to foster support for the Refuge System. Ninepipe and Pablo NWRs are sorely underused for environmental education.

5. Facilities:

The current Office and Visitor Center at the Bison Range is 36 years old and needs major renovation and/or replacement. At a minimum, it needs extensive work to reach ADA compliance and to hold visitors at peak seasons.

6. Trails and Roads:

Need to inspect, upgrade and replace as needed for safety, staff needs, and public access. The joint wildlife viewing trail for Ninepipe NWR (Tribe, State and Service) needs to be replaced along with extensive weed control.

7. Partnerships:

Maintain current relationships as well as explore new ones to the betterment of the resources, with the caveat that no one entity be preferred to the detriment of the Complex. Provide adequate staff and funding to make this a successful program (with note to a volunteer coordinator).

8. Staffing and Funding:

The Complex needs to have its current organization chart filled to the capacity acknowledging the restriction due to budget. However, it should be based on budget and not on political concerns. The Complex should be treated with equal weight as other Field Stations in the Region. As the CCP is developed, other staffing needs may need to be addressed.

Please note that I would like to be including on the CCP Mailing List. I understand that my name may be release under a FOIA request. You have my permission.

(PS I will be sending a signed hard copy of the permission slip to your office in case this does not suffice for me to get on your mailing list. As a suggestion, you should inform people of this requirement when you acknowledge any comment submissions since most regions do require this written permission and people may not know of it.)

**From:** [Garza, Bernardo](#)  
**To:** [Sean Donahoe](#)  
**Subject:** Re: CCPs for National Bison Range Complex  
**Date:** Tuesday, October 3, 2017 4:16:58 PM  
**Attachments:** [NBR CCP timeline 5.3.17.doc](#)

---

Sean,

It was good talking to you.

Here is the information I send I would send you.

1) For the teleconference on Thursday, please use these numbers:

Teleconference #: (b)(5) commercial privilege  
Passcode # (b)(5) commercial privilege

For the CCPs schedule, please see the attached file.

Thanks,

Bernardo

On Tue, Oct 3, 2017 at 1:58 PM, Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)> wrote:

No problem...yes, I'm available to talk today...just give me a call. Sean

---

Sean Donahoe, Ph.D.

Partner, Marstel-Day, LLC

[513 Prince Edward Street, Suite 101](#)

[Fredericksburg, VA 22401](#)

703.839.5513 (direct)

540.371.3323 (fax)

[www.Marstel-Day.com](http://www.Marstel-Day.com)

**From:** Garza, Bernardo [mailto:[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]  
**Sent:** Tuesday, October 03, 2017 3:42 PM  
**To:** Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)>  
**Subject:** Re: CCPs for National Bison Range Complex

Yes Sean, Thursday Oct. 5 at 10 am does work for us still.

Would you be available to talk with me on the phone yet today?

Sorry I couldn't call you yesterday...

On Tue, Oct 3, 2017 at 1:36 PM, Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)> wrote:

Hi Bernardo,

I just wanted to let you know that Thursday at 10AM mountain time does work for us...if that still works for you all. I tried calling but just got your vm, so I thought I send you an email.

Just let me know when you'd like to talk about the kick-off meeting agenda and other topics.  
Take care, Sean

---

Sean Donahoe, Ph.D.

Partner, Marstel-Day, LLC

[513 Prince Edward Street, Suite 101](#)

[Fredericksburg, VA 22401](#)

703.839.5513 (direct)

540.371.3323 (fax)

[www.Marstel-Day.com](http://www.Marstel-Day.com)

**From:** Garza, Bernardo [mailto:[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]

**Sent:** Friday, September 29, 2017 4:35 PM

**To:** Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)>

**Subject:** Re: CCPs for National Bison Range Complex

Hello Sean,

I've finally heard back from all the key Service personnel that should participate in the kick-off meeting/conference call.

The date and time that works for us is Thursday, October 5, starting at 10:00 am (Mountain Time). I hope this works for you, Erika, Elizabeth, and anybody else from Marstel-Day that needs to participate.

I'm in the process of finding a conference room with conference call capability in this building that we can use for the kick-off meeting. As soon as I have the conference call number and passcode I'll forward it to you.

I would also like to give you a call on Monday to begin coordinating with you and preparing the kick-off meeting.

Please let me know if you have any questions.

Have a good weekend.

Bernardo

On Mon, Sep 25, 2017 at 3:56 PM, Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)> wrote:

Hi Bernardo,

Thanks so much for all the information and the quick response...that is very helpful. ...and the website is very impressive.

We'll start going through it and be ready to set up the kick-off meeting at your convenience. Feel free to give me a call anytime! Sean



---

Sean Donahoe, Ph.D.

Partner, Marstel-Day, LLC

[513 Prince Edward Street, Suite 101](#)

[Fredericksburg, VA 22401](#)

703.839.5513 (direct)

540.371.3323 (fax)

[www.Marstel-Day.com](http://www.Marstel-Day.com)

**From:** Garza, Bernardo [mailto:[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]

**Sent:** Monday, September 25, 2017 1:39 PM

**To:** Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)>

**Cc:** [terri\\_ferguson@fws.gov](mailto:terri_ferguson@fws.gov); Elizabeth Powell <[epowell@marstel-day.com](mailto:epowell@marstel-day.com)>; Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>

**Subject:** Re: CCPs for National Bison Range Complex

Hello Sean,

Those of us in the Service's Region 6 Branch of Policy and Planning and the staff of the National Bison Range Complex (NBRC) look forward to working with you, Erika, and Elizabeth on the development of the NBRC CCPs and NEPA documents. We are very pleased that the contract has been awarded to a company with such a great reputation and with experience working in similar projects with our agency.

I would like to give you a call as soon as possible to get to know each other and talk about the status of the planning process, the kick-off meeting, and about your experiences and lessons learned from your previous work with the U.S. Fish and Wildlife Service (Service).

Among the Service personnel that should participate in the kick-off meeting/conference call with me are:

Kelly Hogan, Acting Chief of the Branch of Policy and Planning

Jeff King, Project Leader, National Bison Range Complex

Kevin Shinn, Refuge Manager, Lost Trail NWR

Linda Moeder, GIS and Cartography Specialist

Matt McCollister, Wildlife Biologist

I will find out what date and time works for us to hold the kick-off meeting and will communicate that to you as soon as possible.

Meanwhile, we maintain a website for the NBRC planning effort with information that would be valuable to you and your team:

<https://www.fws.gov/mountain-prairie/refuges/nbrc.php>

The units that make up the NBRC maintain websites with general information that could also be valuable to your team:

<https://www.fws.gov/mountain-prairie/refuges/nbrc.php>

[https://www.fws.gov/refuge/lost\\_trail/](https://www.fws.gov/refuge/lost_trail/)

<https://www.fws.gov/refuge/pablo/>

<https://www.fws.gov/refuge/nine-pipe/>

[https://www.fws.gov/refuge/Northwest\\_Montana\\_Lake\\_County\\_WMD/](https://www.fws.gov/refuge/Northwest_Montana_Lake_County_WMD/)

[https://www.fws.gov/refuge/Northwest\\_Montana\\_Flathead\\_County\\_WMD/](https://www.fws.gov/refuge/Northwest_Montana_Flathead_County_WMD/)

Also looking forward to begin working with you and your staff,

Bernardo Garza

On Mon, Sep 25, 2017 at 10:52 AM, Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)> wrote:

Hi Terri and Bernardo,

We are excited that Marstel-Day was selected to support the U.S. Fish and Wildlife Service on this important work for the National Bison Range Complex. I am the proposed project manager for Marstel-Day for this contract and our team is looking forward to getting started. Erika Wettergreen who is cc'ed on this email is our designated lead for facilitation service tasks, and I'll be overseeing the project and leading the NEPA analysis support tasks. Both Erika and Elizabeth Powell will be providing general support to the project, as well as other staff identified in our proposal.

To get started, I wanted to coordinate with you all to see when you'd like to have the initial kick-off meeting for the project. Let me know what days/times work best for you and we can set up the initial conference call.

We understand much has already been done on the project, so if there are any documents or meeting notes that would be helpful for us to review prior to the kick-off meeting, feel free to email them to me and I'll distribute them to the team.

We look forward to meeting you and assisting on this important project! Sean

---

Sean Donahoe, Ph.D.

Partner, Marstel-Day, LLC

[513 Prince Edward Street, Suite 101](#)

[Fredericksburg, VA 22401](#)

703.839.5513 (direct)

540.371.3323 (fax)

[www.Marstel-Day.com](http://www.Marstel-Day.com)

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Policy and Planning**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Policy and Planning**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Policy and Planning**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

**Bernardo Garza**

**Planning Team Leader**

Branch of Policy and Planning

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

## National Bison Range Complex

*Comprehensive Conservation Plan / EIS / EA*



**Project Timeline**  
2017-2020

### PURPOSE and NOTES

- Outlines a project schedule for developing a Comprehensive Conservation Plan (CCP) for units of the National Bison Range Complex: National Bison Range, Pablo National Wildlife Refuge, Ninepipe National Wildlife Refuge, Lost Trail National Wildlife Refuge and Northwest Montana Wetland Management District.
- Planning effort is divided into the following phases: Preplanning and Scoping; Alternatives Development; Draft CCP/EIS or EA; Final CCP/EIS or EA.

Schedule Milestones	
TASK	Target Completion Date
<b>Preplanning and Scoping</b> <ul style="list-style-type: none"><li>- Publish Notice of Intent (Week of May 6)</li><li>- Invitation to State, Tribes, and Cooperating Agencies</li><li>- Kickoff meeting with Cooperating Agencies (August)</li><li>- Work Plan</li><li>- Public Involvement Plan</li><li>- Scoping Meetings (Week of June 5)</li><li>- Scoping Report</li><li>- Vision and Goals Workshop</li></ul>	October 1, 2017
<b>Alternatives Development</b> <ul style="list-style-type: none"><li>- Alternatives Development Workshops</li><li>- Public Input on Draft Alternatives</li><li>- Briefing Statements to Regional and National Directorate</li></ul>	March 1, 2018
<b>Development of Draft CCP/EIS/EA</b> <ul style="list-style-type: none"><li>- Objectives and Strategies Development Workshop</li><li>- Environmental Analysis</li><li>- Internal Review Draft CCP/EIS/EA</li><li>- Meet with Cooperating Agencies; respond to comments</li><li>- Notice of Availability; briefing statements</li><li>- Public Review of Draft CCP/EIS/EA</li><li>- Public Meetings</li></ul>	March 1, 2019
<b>Development of Final CCP/EIS</b> <ul style="list-style-type: none"><li>- Respond to Public Comments</li><li>- Internal Review Final CCP/EIS</li><li>- Notice of Availability; briefing statements</li><li>- Publication of Final CCP/EIS; 30-day waiting period</li><li>- Draft Record of Decision</li><li>- Final Record of Decision</li><li>- Notice of Availability of ROD</li><li>- Printing of Final stand-alone CCPs</li><li>- Completion of Administrative Record</li></ul>	May 1, 2020

**From:** [Garza, Bernardo](#)  
**To:** [Fields, Vanessa](#)  
**Subject:** Re: Conference Calls / Contract Kick-off with New Consultants  
**Date:** Tuesday, October 3, 2017 4:21:40 PM  
**Attachments:** [SOW\\_nbrccp\\_06122017.docx](#)  
[SOW\\_Various CCPs EIS EAs HMP Writing Editing a.docx](#)

---

Here you go

On Tue, Oct 3, 2017 at 4:17 PM, Fields, Vanessa <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)> wrote:

Thank you for the information Bernardo - I will be sure to make the call. I will still try to give you a call tomorrow so we can start to catch up. Would it be easy for you to send me the scope of work for these two contractors? Since I don't have the benefit of all of the conversations that led up to hiring these two groups, it might help me get up to speed more quickly and be ready with better questions.

Thanks!

And I told Sean about the beer requirement.....he is ready to cover for me :)

On Tue, Oct 3, 2017 at 4:12 PM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:

Hello Ladies,

It has been terribly difficult to find dates and times that work for everyone to have the kick-off teleconferences with the new contractors (Writing/Editing and NEPA/Facilitation) and I apologize if the dates and times found don't work, but it is truly the best I could do...

Both teleconferences will have to take place on Thursday, Oct. 5...

The conference call with the NEPA/Facilitation Contractor will start at 10:00 am and I'm expecting it to last between 1 and 1.5 hours.

Teleconference #: (b)(5) commercial privilege  
Passcode #: (b)(5) commercial privilege

The conference call with the Writer/Editor Contractor will start at 1:30 pm and I'd expect it to last also between 1 and 1.5 hours.

Teleconference #: (b)(5) commercial privilege  
Passcode #: (b)(5) commercial privilege

Times given are, of course, Mountain Time

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
[922 Bootlegger Trail](#)  
[Great Falls, MT 59404](#)  
406-727-7400 x219  
406-217-6473 (cell)

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Policy and Planning  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**



# **Statement of Work**

## **Comprehensive Conservation Plans, Environmental Impact Statement, Environmental Assessments, and Habitat Management Plan Writing, Editing, Formatting, and Section 508 Compliance Various Units of the National Wildlife Refuge System, Region 6**

July 2017

### **1.0 INTRODUCTION**

The U.S. Fish and Wildlife Service (Service) is preparing planning documents for multiple units of the National Wildlife Refuge System in Region 6:

1. Habitat Management Plan (HMP) for Bear River Migratory Bird Refuge (MBR)
2. Comprehensive Conservation Plan (CCP) and Environmental Assessment (EA) for Charles M. Russell Wetland Management District (WMD), Grass Lake National Wildlife Refuge (NWR), Hailstone NWR, Lake Mason NWR, and War Horse NWR
3. CCP and EA for Bear River MBR
4. CCP and Environmental Impact Statement (EIS) for National Bison Range
5. CCP and EA for Lost Trail NWR, Ninepipe NWR, Northwest Montana Wetland Management District (WMD) – Flathead County, Northwest Montana WMD – Lake Count, and Pablo NWR

### **1.1 SCOPE**

This Statement of Work is for assistance to the Service, Region 6 Division of People, Policy and Planning, Branch of Planning with technical writing, high-quality editorial support, formatting/graphic design and ensuring compliance with Section 508 of the Rehabilitation Act (Section 508) for an HMP, draft and final CCPs and NEPA documents (internal and public EAs, Finding of No Significant Impacts, EIS, Record of Decision), trifold summaries and planning updates (public documents). These documents are ultimately provided to contract printing companies for draft and final production (including the Government Printing Office for copying and large off-set printing jobs).

Tasks include: review, editing, and formatting/graphic design of draft and final documents to ensure completeness, cohesiveness between the different chapters, and compliance with the Department of the Interior Plain Language Policy and Section 508; conversion of Microsoft Word (hereafter Word) format document to and laying out in ready-to-print Adobe InDesign (hereafter InDesign) format (using the most current available version of the software). The documents are expected to be of extremely high quality, consistent with national graphics standards, and maintain schedules for completion. This scope will include multiple line items necessary to complete the planning documents. The Service will provide guidance in all phases of the development, review, formatting, Section 508 compliance and printing of the HMP, CCPs, and NEPA documents.

### **1.2 DELIVERABLES**

The deliverables include various components necessary to complete the planning process and documents. The documents are generally arranged, assembled, and then reviewed internally, followed by a period of public review, and eventually a final decision document is issued. The documents may be ordered either to be printed locally or using offset printing. The size of the required documents will vary based on their complexity and may require preparation of multiple volumes. This task order includes the following deliverables:

- A. Bear River MBR
  1. Draft HMP and EA *(public review document)*
  2. Final HMP *(internal review document)*
  3. Final HMP *(public document)*

- B. Charles M. Russell WMD and Grass Lake, Hailstone, and War Horse NWRs
  - 4. Final CCP and Finding of No Significant Impact *(internal review document)*
  - 5. Final CCP and Finding of No Significant Impact *(public document)*
  - 6. Trifold Summary of Final CCP *(public document)*
- C. Bear River MBR
  - 7. Draft CCP and EA *(public review document)*
  - 8. Final CCP and Finding of No Significant Impact *(internal review document)*
  - 9. Final CCP and Finding of No Significant Impact *(public document)*
  - 10. Trifold Summary of Final CCP *(public document)*
  - 11. Planning Update # 1 *(public document)*
  - 12. Planning Update # 2 *(public document)*
  - 13. Planning Update # 3 *(public document)*
- D. National Bison Range
  - 14. Draft CCP and EIS *(public review document)*
  - 15. Final EIS *(internal review document)*
  - 16. Final EIS *(public document)*
  - 17. Final CCP and Record of Decision *(internal review document)*
  - 18. Final CCP and Record of Decision *(public document)*
  - 19. Trifold Summary of Final CCP *(public document)*
  - 20. Planning Update # 2 *(public document)*
  - 21. Planning Update # 3 *(public document)*
- D. Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs (Flathead and Lake Counties)
  - 22. Draft CCP and EA *(public document)*
  - 23. Final CCP and Finding of No Significant Impact *(internal review document)*
  - 24. Final CCP and Finding of No Significant Impact *(public document)*
  - 25. Trifold Summary of Final CCP *(public document)*
  - 26. Planning Update # 2 *(public document)*
  - 27. Planning Update # 3 *(public document)*

The Service's planning process is governed by statute and policy. The goal of the planning process is to support high-quality science-based decision documents developed using longstanding methods to ensure public participation. The following brief definitions and descriptions are provided to further the understanding of the Service's planning process.

**Habitat Management Plan** – a “step-down” plan from a refuge management plan that identifies important wildlife resources and the management strategies to be implemented to help ensure the appropriate life-cycle needs of these species are met at the appropriate spatial scale. Guidance for developing an HMP is based on relevant Service laws and policies, including the Improvement Act and the Service policy on Biological Integrity, Diversity, and Environmental Health (BIDEH). The Improvement Act mandates the environmental health of refuge lands be evaluated and analyzed to “ensure that biological integrity, diversity, and health of the System are maintained for the benefit of present and future generations of Americans”, and BIDEH directs managers to employ management that “restores or mimics natural ecosystem processes or functions to achieve Refuge purposes.” Collectively, these and other documents stipulate that refuge managers should implement the most appropriate management actions to restore degraded systems to the extent possible and prevent further degradation of systems, which will depend on many factors including funding and staffing.

**Comprehensive Conservation Plan** – required by the National Wildlife Refuge System Improvement Act of 1997, CCPs provide long-term management direction for each unit of the National Wildlife Refuge System. CCPs are required to be updated at least every 15 years. The National Environmental Policy Act (NEPA) requires the preparation of an EA or of an EIS to ensure no significant impacts to the natural or human environment as a result of the CCP. CCPs may be specific to one unit or cover multiple units. The current process for CCPs is to issue a Notice of Intent to complete a CCP; development of a draft CCP for internal review; issuance of a Notice of Availability for public review of the draft CCP; incorporation of changes and development of a final CCP. The final decision document for an EA is a Finding of No Significant Impacts (FONSI) or for an EIS is a Record of Decision (ROD). NEPA Decision Documents are incorporated with a CCP as the draft product. The Service currently has extensive InDesign templates available for CCPs.

**Tri-Fold Summary** – many CCPs and Decision Documents are extensive and the cost of reproduction is high. For this reason, the Service also develops summary documents to synthesize and discuss key issues associated with a CCP. Tri-fold summaries are only used as a tool to distribute information. All the material contained in the tri-fold summaries is taken directly from CCPs. The Service currently has InDesign templates available for tri-fold summaries.

**Planning Updates** – public notification and public participation are requirements of NEPA, but specific requirements are dependent upon the individual project being considered. The Service utilizes periodic formal planning updates to communicate the status of the planning process. Planning updates are generally brief and concise and we typically issue one to five updates depending on the type of project and the need to communicate. The Service currently has InDesign templates available for planning updates.

**Internal Drafts and Public Documents** – as a general rule, the Service will submit similar information to both internal and external audiences. The goal of internal drafts is simply to review and refine documents prior to release to the general public. Public documents are expected to be high-quality documents formatted for distribution to large audiences.

## **2.0 APPLICABLE DOCUMENTS**

The Contractor will comply with all applicable (1) federal statutes, regulations and rules (including all changes amendments); and (2) Presidential Executive Orders, in effect on the date of issuance of this delivery order. The Contractor is expected to be familiar with and comply with the 1997 Improvement Act, final Refuge Planning Policy (May 2000), the final Compatibility Regulations and Policy (October, 2000), the Organic Act, Service policy on Land Acquisition Planning (340 FW 2), and the Service's guidelines on information that adheres to the Data Quality Act. The Contractor is responsible to ensure that the standards being used are current.

All documents will be provided to the Contractor by the planning team leaders in single column, Word format, and some printed materials may need to be scanned. Maps will be provided in TIFF format of at least 300 dpi quality. Other graphics will be provided in either JPEG, TIFF, or GIF formats, and of at least 300 dpi quality. The standard software for use will be InDesign, but the Planning Team Leader may allow for early drafts and some simpler documents to be made available in Word (most current version of this software available). The Service currently has templates available for most documents, but some orders may require development of templates.

The Contractor is responsible to ensure that the standards described in these documents are met for all deliverable products described in each task order.

- ✧ The Service's Graphic Standards and the Publication Handbook are available on-line.
- ✧ For style and grammar, the Service will first refer to the Publication Handbook, and then use the Style Manual, An Official Guide to the Form and Style of Federal Government Printing, U.S. Government Printing Office, 2008; the Chicago Manual of Style, University of Chicago Press, 15<sup>th</sup> edition, 2003; and Scientific Style and Format; the CSE Manual for Authors, Editors, and Publishers, the Rockefeller University Press, 7<sup>th</sup> edition, 2006.
- ✧ Periodic updates to these standards will be officially transmitted to the Contractor.
- ✧ Resolution of style questions will be coordinated with the planning team leaders.

### **3.0 SERVICES TO BE PERFORMED BY THE CONTRACTOR**

The Contractor shall furnish all personnel, necessary coordination with any subcontractors, equipment, materials and transportation necessary to complete the following services for the development of the refuge planning documents:

#### **3.1 General**

- 1) Complete technical and editorial review of all appropriate draft documents (i.e., HMP, CCP, EIS, EA, ROD, FONSI, all appendices, glossary, table of contents, summary, abbreviations, covers, figures) and meet with the Service's planning team leader, either in person or via video or teleconference, to discuss and agree on editorial requirements, questions and recommendations.
- 2) Perform editing, formatting, and layout, and provide one hard copy sample and one CD with digital files of all appropriate draft documents (i.e., HMP, CCP, EIS, EA, ROD, FONSI, all appendices, glossary, table of contents, summary, abbreviations, covers, figures) for internal review by the Service.
- 3) Receive photographs and other images from the Service and perform all necessary editing (e.g., cropping) and layout so the images can be part of all appropriate documents. Perform necessary image labeling and crediting.
- 4) Incorporate the Service's internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the documents (e.g., Draft HMP, CCP/EA/EIS) for printing and subsequent public review.
- 5) Incorporate public review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the documents (e.g., Draft HMP, CCP/EA/EIS) for internal review by the Service.
- 6) Incorporate internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the documents (e.g., Draft HMP, CCP/EA/EIS, ROD) for printing.
- 7) Develop a ROD (in the case of an EIS) or a FONSI (in the case of an EA) and provide one sample hard copy and one camera-ready digital copy (on CD) of ROD for review by the Service.
- 8) Incorporate the Service's internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the Final ROD or FONSI for printing.
- 9) Incorporate public review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the Draft Final CCP (incorporating a ROD or a FONSI, as appropriate) for internal review by the Service.
- 10) Incorporate internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the Final CCP (incorporating a ROD or a FONSI, as appropriate) for printing.
- 11) Develop a trifold Summary of the Comprehensive Conservation Plan in the same style, quality and format as samples provided, and provide one sample hard copy and one camera-ready digital copy (on CD) of trifold Summary for review by the Service.
- 12) Incorporate trifold Summary document review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the trifold Summary of the Comprehensive Conservation Plan.
- 13) Develop Planning Updates, as necessary (one to inform the public of the beginning of the planning process, one to inform the public of the availability and contents of the Draft CCP/EA/EIS and one to inform the public of the availability of the Final CCP) in the same style, quality and format as samples provided, and deliver one sample hard copy and one camera-ready digital copy (on CD) of each of the Planning Updates for review by the Service.
- 14) Incorporate Planning Updates review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of each of the Planning Updates for printing.

- 15) The Draft CCP/EA/EIS for printing and subsequent public review and all final documents (i.e., HMP, CCP, EIS, EA, FONSI, ROD, trifold, and planning updates) will be produced in InDesign and will probably include photographs along with maps, figures, and tables, all in color.
- 16) The approximate time for the Contractor to edit, format, and layout of the draft HMP, CCP/EIS/EA will be no more than 20 business days. The approximate time for the Contractor to incorporate Service or public comments to the draft HMP, CCP/EA/EIS and ensure its compliance with Section 508 will be no more than 10 business days.
- 17) The approximate time for the Contractor to edit, format, and layout the draft Final EIS will be no more than 20 business days. The approximate time for the Contractor to incorporate internal or public comments to the final EIS and ensure its compliance with Section 508 will be no more than 15 business days.
- 18) The approximate time for the Contractor to edit, format, and layout a final HMP or a final CCP will be no more than 20 business days. The approximate time for the Contractor to incorporate Service or public comments to the final HMP or CCP and ensure its compliance with Section 508 will be no more than 15 business days.
- 19) The approximate time for the Contractor to edit, format, and layout the ROD, Trifold Summary, and each of the planning updates will be no more than 10 business days. The approximate time for the Contractor to incorporate Service or public comments to the ROD, trifold summary, and each planning update and ensure their compliance with Section 508 will be no more than 5 business days.
- 20) All documents shall be provided to the Service in a print ready format (as previously described) to be directly submitted to GPO for local copying and/or offset printing.

The Contractor will edit, format, layout, ensure Section 508 compliance, and provide the following documents (deliverables) to the Service:

### **3.1.1 Bear River MBR Draft HMP and EA (public review document)**

- a) The Service and the Contractor will hold a coordination meeting (either face-to-face or via WebEx, or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.
- b) The Service will provide the necessary electronic files to prepare the Draft HMP/EA, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after the organizational meeting.
- c) The Draft HMP/EA will be produced in InDesign.
- d) The Contractor will edit and format the Draft HMP/EA (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and maintain the Table of Contents.
- e) The Contractor will format the Draft HMP/EA as two-sided pages, with two columns per page. The photographs located within the chapters and other images or figures will be formatted in black and white.
- f) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the draft HMP/EA approximately 20 business days after receiving item b) from the Service.
- g) The Service will have up to 5 business days, from the date of receipt of item f), to review the Draft HMP/EA and provide comments, and if necessary, a request for further editing and formatting, to the Contractor.
- h) If the Service provides feedback, the Contractor will have up to 5 business days to perform all necessary edits, formatting, and layout changes required by the comments provided by the Service under item g), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft HMP/EA for printing.

- i) The Draft HMP/EA for public review is expected to be approximately 80-100 pages in length.

**Final HMP (public document)**

- j) The Service will provide the necessary instructions and electronic files to prepare the Final HMP, as well as any necessary sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final EIS to the Contractor.
- k) The Contractor will edit, format, and lay out the Final HMP (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure it is Section 508 compatible.
- l) The Final HMP will be produced in InDesign and formatted as two-sided pages, with two columns per page, all photos and graphics will be in color.
- m) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Final HMP approximately 15 business days after receiving item j) from the Service.
- n) The Service will have up to 5 business days, from the date of receipt of item m), to perform an internal review of the Final HMP and, if appropriate and necessary, provide comments and request further editing and formatting, to the Contractor.
- o) The Contractor will have up to 5 business days to perform all necessary edits, formatting, and layout changes required by the Service under item n), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final HMP ready for offset printing.
- p) The Final HMP for printing is expected to be approximately 80-100 pages in length.

### **3.1.2 Charles M. Russell WMD and Grass Lake, Hailstone, and War Horse NWRs**

- a) The Service and the Contractor will hold an coordination meeting (either face-to-face or via WebEx, or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.

**Draft CCP and EA (public review document)**

- b) The Service will provide the necessary electronic files to prepare the Draft CCP/EA, as well as any sample documents that might help for and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after the organizational meeting.
- c) The Contractor will produce the Draft CCP/EA in InDesign, format it in accordance to government standards and the Service's Publication Handbook, and maintain the Table of Contents.
- d) The Contractor will format the Draft CCP/EA as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- e) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP and EA approximately 20 business days after receiving item b) from the Service.
- f) The Service will have up to 5 business days, from the date of receipt of item e), to review the Draft CCP/EA and, if necessary, request for further formatting to the Contractor.
- g) The Contractor will have up to 10 business days to perform all necessary formatting and layout changes required by the comments provided by the Service under item f), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA for printing.
- h) The Draft CCP/EA for public review is expected to be approximately 150-180 pages in length.

#### **Final CCP and FONSI (public document)**

- i) The Service will provide the necessary instructions and electronic files to prepare the draft Final CCP/FONSI, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final CCP/FONSI to the Contractor.
- j) The Contractor will format and lay out the Final CCP/FONSI (in accordance to government standards and the Service's Publication Handbook).
- k) The Final CCP/FONSI will be produced in InDesign and formatted as two-sided pages, with two columns.
- l) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI approximately 20 business days after receiving item i) from the Service.
- m) The Service will have up to 10 business days, from the date of receipt of item l), to perform a review of the Final CCP/FONSI and, if necessary, provide comments and request further formatting to the Contractor.
- n) The Contractor will have up to 10 business days to perform all necessary formatting, and layout changes required by the comments provided by the Service under item m), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI for printing.
- o) The Final CCP and FONSI is expected to be approximately 120-150 pages in length.

#### **Trifold Summary (public document)**

- p) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.
- q) The Contractor will edit, format, and lay out the Trifold Summary (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- r) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including color maps, photographs, and figures, following the samples provided by the Service.
- s) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving item p) from the Service.
- t) The Service will have up to 3 business days, from the date of receipt of item s), to review the Trifold Summary and, if necessary, request further editing and formatting to the Contractor.
- u) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the comments provided by the Service under item t), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

### **3.1.3 Bear River MBR**

#### **Draft CCP and EA (public review document)**

- a) The Service will provide the necessary electronic files to prepare the Draft CCP/EA, as well as any sample documents that might help for and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Trifold Summary of the Final CCP to the Contractor.
- b) The Contractor will produce the Draft CCP/EA in InDesign, edit it and format it in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook, and maintain the Table of Contents.

- c) The Contractor will format the Draft CCP/EA as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- d) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA approximately 20 business days after receiving item a) from the Service.
- e) The Service will have up to 10 business days from the date of receipt of item d) to review the Draft CCP/EA and provide comments, and if necessary, request for further editing and formatting, to the Contractor.
- f) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the comments provided by the Service under item e), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA for printing.
- g) The Draft CCP/EA for public review is expected to be approximately 170-190 pages in length.

**Final CCP and FONSI (public document)**

- h) The Service will provide the necessary instructions and electronic files to prepare the Final CCP/FONSI, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final CCP/FONSI to the Contractor.
- i) The Contractor will edit, format, and lay out the Final CCP/FONSI (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook).
- j) The Contractor will produce the Final CCP/FONSI in InDesign, formatted as two-sided pages, with two columns.
- k) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft Final CCP/FONSI approximately 20 business days after receiving item h) from the Service.
- l) The Service will have up to 10 business days, from the date of receipt of item k), to review the Final CCP/FONSI and, if necessary, request further editing and formatting to the Contractor.
- m) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item l), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI for printing.
- n) The Final CCP/FONSI is expected to be approximately 120-150 pages in length.

**Trifold Summary (public document)**

- o) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.
- p) The Contractor will edit, format, and lay out the Trifold Summary of the Final CCP (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- q) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including color maps, photographs, and figures, following the samples provided by the Service.
- r) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving items o) from the Service.
- s) The Service will have up to 3 business days, from the date of receipt of item r), to review the Trifold Summary and, if necessary, request further editing and formatting to the Contractor.



- t) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item s), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

**Planning Updates (planning documents)**

- u) The Service will provide the necessary instructions and electronic files to prepare the Planning Updates # 1, # 2, and # 3, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Planning Updates to the Contractor.
- v) The Contractor will edit, format, and lay out the Planning Updates (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- w) The Planning Updates will be formatted and laid out as two-sided pages, with three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- x) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Planning Updates approximately 5 business days after receiving item u) from the Service.
- y) The Service will have up to 3 business days, from the date of receipt of item x), to perform a review of the Planning Updates and, if necessary, request further editing and formatting, to the Contractor.
- z) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item y), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Planning Updates ready for offset printing.

**3.1.4 National Bison Range**

- a) The Service and the Contractor will hold an coordination meeting (either face-to-face, videoconferencing or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.

**Draft CCP and EIS (public review document)**

- b) The Service will provide the necessary electronic files to prepare the Draft CCP/EIS, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after item a).
- c) The Contractor will produce the Draft CCP/EIS in InDesign, edit it and format it (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and maintain the Table of Contents.
- d) The Contractor will format the Draft CCP/EIS as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- e) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EIS approximately 20 business days after receiving item b) from the Service.
- f) The Service will have up to 10 business days, from the date of receipt of item e), to review the Draft CCP/EIS and if necessary, request further editing and formatting, to the Contractor.
- g) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by Service under item f), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EIS ready for printing.
- h) The Draft CCP/EIS for public review is expected to be approximately 220-250 pages in length.

**Final EIS (public review document)**

- i) The Service will provide the necessary instructions and electronic files to prepare the draft Final EIS, as well as any necessary sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the draft Final EIS to the Contractor.
- j) The Contractor will edit, format, lay out (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and produce the Final EIS in InDesign in two-sided pages with two columns.
- k) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the draft Final EIS approximately 20 business days after receiving item i) from the Service.
- l) The Service will have up to 10 business days, from the date of receipt of item k), to review the Final EIS and, if necessary, request further editing and formatting, to the Contractor.
- m) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item l), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final EIS ready for printing.
- n) The Final EIS for public review is expected to be approximately 130-160 pages in length.

**Final EIS (public document) – REVISED, IF NECESSARY – See Section 3.5**

- o) If the public comments received by the Service require modification of the Final EIS, the Service will provide the necessary instructions and electronic files to prepare a revised Final EIS, as well as any necessary sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the revised Final EIS to the Contractor.
- p) The Contractor will edit the revised Final EIS and ensure it is Section 508 compatible.
- q) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the revised Final EIS approximately 5 business days after receiving item o) from the Service.
- r) The Service will have up to 5 business days, from the date of receipt of item q), to review the revised Final EIS and, if appropriate and necessary, request further editing and formatting to the Contractor.
- s) The Contractor will have up to 2 business days to perform any necessary edits required by the Service under item r) and to provide the Service an updated hard copy (printed) and one CD with all appropriate digital files of the Final EIS ready for offset printing.
- t) A revised Final EIS for might be approximately 140-170 pages in length.

**Final CCP and ROD (public document)**

- u) The Service will provide the necessary instructions and electronic files to prepare the Final CCP/ROD, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the draft Final CCP/ROD to the Contractor.
- v) The Contractor will edit, format, and lay out the Final CCP/ROD (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook).
- w) The Final CCP/ROD will be produced in InDesign and formatted as two-sided pages, with two columns.
- x) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft Final CCP/ROD approximately 20 business days after receiving item u) from the Service.
- y) The Service will have up to 10 business days, from the date of receipt of item x), to perform a review of the Final CCP/ROD and, if necessary, request for further editing and formatting to the Contractor.

- z) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item y), to ensure Section 508 compliance, and provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/ROD for printing.
- aa) The Final CCP/ROD is expected to be approximately 120-150 pages in length.

**Trifold Summary (public document)**

- bb) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.
- cc) The Contractor will edit, format, and lay out the Trifold Summary (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- dd) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- ee) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving item bb) from the Service.
- ff) The Service will have up to 3 business days, from the date of receipt of item ee), to review the Trifold Summary and, if appropriate and necessary, request further editing and formatting to the Contractor.
- gg) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item ff), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

**Planning Updates (public documents)**

- hh) The Service will provide the necessary instructions and electronic files to prepare the Planning Updates # 2 and # 3, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Planning Updates to the Contractor.
- ii) The Contractor will edit, format, and lay out the Planning Updates (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- jj) The Planning Updates will be formatted and laid out as two-sided pages, with three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- kk) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Planning Updates approximately 5 business days after receiving item hh) from the Service.
- ll) The Service will have up to 3 business days, from the date of receipt of item kk), to review each Planning Update and, if appropriate and necessary, request further editing and formatting to the Contractor.
- mm) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item ll), and provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of each Planning Update ready for offset printing.

**3.1.5 Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs (Flathead and Lake Counties)**

- a) The Service and the Contractor will hold an coordination meeting (either face-to-face or via WebEx, or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.

**Draft CCP and EA (public review document)**

- b) The Service will provide the necessary electronic files to prepare the Draft CCP/EA, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after the coordination meeting.
- c) The Contractor will produce the Draft CCP/EA in InDesign, edited and formatted (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and maintain the Table of Contents.
- d) The Contractor will format the Draft CCP/EA as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- e) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA approximately 20 business days after receiving item b) from the Service.
- f) The Service will have up to 10 business days, from the date of receipt of item e), to review the Draft CCP/EA, and if necessary, request further editing and formatting to the Contractor.
- g) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item f), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA for printing.
- h) The Draft CCP/EA for public review is expected to be approximately 250-280 pages in length.

**Final CCP and FONSI (public document)**

- i) The Service will provide the necessary instructions and electronic files to prepare the Final CCP/FONSI, as well as any sample documents that might be of help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final CCP/FONSI to the Contractor.
- j) The Contractor will edit, format, and lay out the Final CCP/FONSI (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) in InDesign as two-sided pages, with two columns.
- k) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI approximately 20 business days after receiving item i) from the Service.
- l) The Service will have up to 10 business days, from the date of receipt of item k), to review the Final CCP/FONSI and, if necessary, request further editing and formatting to the Contractor.
- m) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item l), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI for printing.
- n) The Final CCP/FONSI is expected to be approximately 200-230 pages in length.

**Trifold Summary (public document)**

- o) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.
- p) The Contractor will edit, format, and lay out the Trifold Summary (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.

- q) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including color maps, photographs, and figures, following the samples provided by the Service.
- r) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving item o) from the Service.
- s) The Service will have up to 3 business days, from the date of receipt of item r), to review the Trifold Summary and, if necessary, request further editing and formatting, to the Contractor.
- t) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item s), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

#### **Planning Updates (public documents)**

- u) The Service will provide the necessary instructions and electronic files to prepare the Planning Updates # 2, and # 3, as well as any sample documents that might be of help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Planning Updates to the Contractor.
- v) The Contractor will edit, format, and lay out the Planning Updates (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- w) The Planning Updates will be formatted and laid out as two-sided pages, with three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- x) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Planning Updates approximately 5 business days after receiving item u) from the Service.
- y) The Service will have up to 3 business days, from the date of receipt of item x), to review the Planning Updates and, if necessary request further editing and formatting to the Contractor.
- z) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item y), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Planning Updates ready for offset printing.

### **3.2 Print Ready**

The Contractor should consider the following as a standard for a camera-ready document. Documents shall be formatted to Service graphics standards, as two-sided page with one to three columns for each page. All maps will be formatted in color. Graphics shall be formatted to CMYK color or grayscale, as specified in the task order, of a quality at least 300 dpi for offset printing.

### **3.3 Service Review**

The Contractor should consider the following as a standard whenever a review by the Service is required. To facilitate review, the Contractor will provide documents to the Service in electronic format. The Service will generally have up to fifteen (10) business days from receipt to complete review. Comments will typically be consolidated by the Service and provided directly to the Contractor.

### **3.4 Administrative Record**

The Service is often required to maintain an administrative record throughout its planning processes. Upon completion of task orders, the Contractor may be required to provide the Service with a copy of any public records in the Contractor's possession. Certain documents may be excluded due to proprietary or attorney-client privilege. However, the Contractor should be aware of this requirement from the start of any project and manage records accordingly.

### **3.5 NEPA Documents**

The analysis of consequences or the public comments may require the Service to modify, refurbish, or expand the size and scope of the EIS. Substantive comments received during the public review of the Final EIS might prompt changes to the ROD. Therefore, this scope of work in no way presumes or predicts the final outcome of any NEPA process, nor the exact number of volumes of the deliverables.

### **3.6 Government Furnished Data and Information**

Existing files, templates, literature, and refuge data and information within refuge files and easily attainable will be made available to the Contractor if found of value to the Contractor.

### **3.8 Information Security**

The Contractor is responsible for maintaining adequate electronic security and backup of all Service projects:

- i. The Contractor may not share any Service files or information without the Service's advanced permission;
- ii. The Contractor must maintain confidentiality of all personal information provided by the Service; and,
- iii. The Contractor must maintain a copy of all Service files for each deliverable for the duration of this contract (plus one calendar year).

### **3.9 Contractor Travel**

When necessary, the Contractor is responsible for all travel costs and will utilize the Federal Travel Regulations for applicable lodging and per-diem rates. Task orders will specifically identify any requirements for official travel.

### **3.10 Performance Evaluation**

At the completion of the task order, the Government will work with the Contractor to complete a performance evaluation of the deliverables. This evaluation will be a two-way communication tool designed to improve performance over the duration of this contract. Factors of evaluation will include, but will not be limited to, quality, timeliness, customer service and satisfaction, and cost.

### **3.11 Urgent Requirements**

Occasionally the Service might have urgent requirements. Such requirements will be identified in the task order. Urgent requirements may impact delivery dates of existing orders. Under such circumstances the Service and Contractor will agree in advance to the priority of each order.

### **3.12 Existing Outlines and Templates**

The Service has developed sample outlines and InDesign templates for many of these types of documents. The Service currently has templates for CCPs, trifold summaries, planning updates and bindings and covers. All existing templates will be provided to the Contractor for their use on Service projects.

## **4.0 PERIOD OF PERFORMANCE**

The start date for this Task Order shall be October 1, 2017 and all work shall be completed by September 30, 2020. This contract may be extended for up to an additional two years or September 30, 2022.

## **5.0 DELIVERABLES**

**5.1 All deliverables will follow the general tasks above.**

## 5.2 General Specifications (internal review documents)

- A. The Contractor will provide electronic files of all documents as a CD with all native files for the project (all components and final product) in PC-compatible format/file extensions (and as a high resolution PDF).
- B. The Contractor shall provide one sample hard copy and one CD with digital files (native files including Word or InDesign files and one Adobe .pdf) of all documents.
- C. The Contractor is required to maintain an electronic copy of all documents and templates for the duration of this contract.
- D. Documents shall include front and back covers designed by the Contractor with materials (including Service templates and photographs) supplied by the Service.
- E. Documents shall be prepared in black and white or color copying (as appropriate) including front and back cover, text, maps, and photos as specified in the task order. All maps shall be prepared for color copying.

## 5.3 General Specifications (print documents)

- A. The Contractor will provide electronic files of all documents as a CD with all native files for the project (all components and final product) in PC-compatible format/file extensions (and as a high resolution PDF).
- B. The Contractor shall provide one sample hard copy and one CD with digital files (native files including Word and InDesign files and one Adobe .pdf) of all documents.
- C. The Contractor is required to maintain an electronic copy of all documents and templates for the duration of this contract.
- D. Documents shall include front and back covers designed by the Contractor with materials (including Service templates and photographs) supplied by the Service.
- E. Documents shall be prepared for copying, with all maps, photos, and color graphics prepared in RGB color (including the front and back covers, appendixes, trifold summary, and planning updates).

## 5.3 Approximate Schedule of Deliverables

			<u>Delivered to Service</u>
3.1.1	Bear River MBR HMP		December 2017
3.1.2	Charles M. Russell WMD, and Grass Lake, Hailstone, War Horse NWRs final CCP		December 2018
3.1.3	Bear River MBR Final CCP		June 2020
3.1.1	National Bison Range Final CCP		April 2020
3.1.5	Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs final CCP		April 2020

## DESIGNATED OFFICIALS

A Contracting Officer's Technical Representative (COTR) will be identified for this task order.

## **STATEMENT OF WORK**

### **Comprehensive Conservation Plans and Environmental Documentation for National Bison Range Complex**

#### **1.0 INTRODUCTION**

As required by the National Wildlife Refuge Improvement Act, the U.S. Fish and Wildlife Service (Service) is preparing comprehensive conservation plans (CCP) for the National Bison Range Complex (Complex), which includes:

- Lost Trail National Wildlife Refuge
- National Bison Range
- Ninepipe National Wildlife Refuge
- Northwest Montana Wetland Management District – Flathead County
- Northwest Montana Wetland Management District – Lake County
- Pablo National Wildlife Refuge

The CCPs will set the management direction and use of all the units of the Complex for 15 years. Additionally, as required by Service policy and the National Environmental Policy Act (NEPA), the Service will prepare appropriate environmental documents (ED).

#### **1.1 SCOPE**

This Statement of Work is for assistance in the development of two CCPs and associated EDs. One CCP and an environmental impact statement will be developed for the National Bison Range. One CCP and an environmental assessment will be developed for all the other units of the Complex. Tasks may include, but are not be limited to: facilitation of a variety of public and planning team meetings and internal workshops, development of a public involvement plan, and other associated tasks with communicating to the public. Additionally, the Contractor would assist in preparing a variety of graphic products such as brochures, posters, maps, sketches, concept drawings, or other graphic products. The Contractor would also provide support for various pieces of the NEPA analysis including: cumulative effects analysis; assisting the staff in determining the direct and indirect effects of the alternatives; and comments analysis. In all cases, the Service would provide guidance in all phases of the plan development and analysis.

#### **2.0 APPLICABLE DOCUMENTS**

The Contractor will comply with all applicable (1) federal statutes, regulations and rules (including all changes amendments); and (2) Presidential Executive Orders, in effect on the date of issuance of this delivery order. The Contractor is expected to be familiar with and comply with the 1997 Improvement Act, final Refuge Planning Policy (May 2000) and the final Compatibility Regulations and Policy (October, 2000), and the Service's guidelines on information that adheres to the Data Quality Act. The Contractor is responsible to ensure that the standards being used are current. A key to common definitions is found at the end of this scope of work.



### 3.0 SERVICES TO BE PERFORMED BY THE CONTRACTOR

The Contractor shall furnish all personnel, necessary coordination with any subcontractors, equipment, materials and transportation necessary to complete the services described below.

#### 3.1 GENERAL

The Contractor shall provide and coordinate all work necessary for development of a CCP and ED that conforms to the Improvement Act, NEPA requirements and Department of Interior's policies and procedures for implementing NEPA and the Service's policies on planning and compatibility. Two planning team leaders will be assigned to this project and will be co-leads for the CCP development providing overall direction and guidance to the Contractor.

**3.1.1 Meeting summary reports.** The Contractor shall prepare written summaries of all formal meetings or conferences held in connection with the Scope of Work and furnish them to the Planning Team Leader via electronic mail within one week.

**3.1.2 Administrative Record.** The Contractor will prepare an Administrative Record for services performed. The administrative record will be prepared in an excel spreadsheet and all documents must be linked to the spreadsheet.

#### 3.2 FACILITATION SERVICES INTERNAL

For all facilitation services, the Contractor will maintain a cadre of qualified facilitators with experience in complex natural resource issues, team building, and government-to-government consultation with tribes. The Contractor will provide the Service with the resumes and prior experience of facilitators and the Service may select from, recommend alternates, or refuse individual facilitators based on the unique circumstances of each task. Continuity and understanding of an individual project is essential and the Service prefers to maintain at least one consistent facilitator for all components of an individual project.

**3.2.1 Cooperating Agencies Meeting / Team Building.** To initiate the project, the Contractor will facilitate a team building meeting. The purpose of the meeting is to bring the refuge staff and cooperating agencies, including members of the Confederated Salish and Kootenai Tribes, together to talk about the planning process, address their questions and concerns, and begin building a cohesive planning team (PT). The PT is responsible for most of the writing and development of the plan. Team building is an essential component in order to develop a cohesive PT. Together with the planning team leader; the Contractor will organize and facilitate a multi-day workshop with Service staff and cooperating agencies. **The workshop will require two persons including a senior team building facilitator who has experience working with tribes, strong skills in resolving conflict and building teams, plus a secondary facilitator** to help facilitate sessions, manage the meeting, and take notes of the meeting. Specific tasks are outlined in the Note section below.

**3.2.2 Additional meetings.** Meetings (phone calls) may be required throughout the project. On average, the Contractor may need to participate in a conference call 2 times per month (4 hrs. per month) when the contractor during active phases of the project.

**3.2.3 Vision and goals workshop.** To establish common ground among the various participants, the Contractor will organize and facilitate a multi-day workshop with the PT to develop a draft vision statement and goals for the NBRC. Building on the success at the first meeting, the PT will develop a common understanding of the purposes of the refuge units; and identify special qualities, management concerns, issues, and opportunities to resolve them. The workshop will require two persons, including a **senior team building facilitator who has experience working with tribes, strong skills in resolving conflict, and building teams, plus a secondary facilitator** to help facilitate sessions, manage the meeting, and take notes of the meeting. Specific tasks are outlined in the Note section below.

**3.2.4 Alternatives Workshop.** To develop a draft set of alternatives, the Contractor will organize and facilitate a multi-day workshop with the PT. Participants will be able to apply the teambuilding skills learned from the first two workshops, and therefore participants should be ready to discuss management alternatives. There will be pre-work required to accomplish the task (develop chart, define categories, etc.). Following, the workshop, the Contractor will work with the staff to fill in additional details for the alternatives chart. Specific tasks are outlined in the Note section below.

**3.2.5 Objectives and Strategies Workshop.** To develop a draft set of objectives and strategies for the management direction, the Contractor will organize and facilitate a multi-day workshop with the PT. There will be pre-workshop work required to accomplish the task (develop chart, define categories, etc.). Specific tasks are outlined in the Note section below.

**3.2.6 Impacts Analysis Workshop.** To develop the impacts analysis, the Contractor will organize and facilitate a multi-day workshop with the PT. There will be considerable pre-workshop work required to accomplish the task.

**NOTE: Anticipated tasks of all workshops described above include Organizational discussion via meeting, email or conference call to accomplish the following:**

- Develop workshop agenda and supporting materials as needed.
- Identify roles and responsibilities of workshop participants and support staff.
- Confirm logistics and make needed reservations.
- Define process to arrive at the product of workshop (step-by-step).
- Define who will be present, facilitate and when, who will scribe, who will take computer notes.
- Define all materials that will be mailed to participants before meeting (define who is responsible for this effort).
- Agree on needed backup data and who will bring that data.
- Agree on all graphics for workshop (i.e. maps, word charts,) and who is responsible for production.
- Facilitation of workshop. The meeting will begin by reaffirming earlier steps and identifying other management concerns that may need to be addressed. The workshop participants will produce a draft product (e.g. vision, alternatives, objectives and strategies, impact table). The Contractor will provide expertise and suggestions to the participants to ensure the product meets Service standards.
- The Contractor will provide two facilitators for each meeting (**for two of the workshops, Cooperating Agencies Team Building and Vision and Goals, a**

**facilitator with experience working with tribes, and strong team building skills is required to be the lead).** For the other workshops, a lead facilitator and assistant will be adequate.

- The Contractor needs to be able to produce working copies during the workshop as products are produced.
- Following the workshop, the Contractor will perform an edit of the draft product developed during the workshop for typographical errors and highlight the sections that need additional clarification or details.
- The Contractor will provide the planning team leader with a copy of the revised product document within one week following the workshop.

### **3.3 FACILITATION SERVICES EXTERNAL**

For all facilitation services, the Contractor will maintain a cadre of qualified facilitators with experience in complex and controversial natural resource management issues team building, and government-to-government consultation. The Contractor will provide the Service with the resumes and prior experience of facilitators and the Service may select from, recommend alternates, or refuse individual facilitators based on the unique circumstances of each task. Continuity and understanding of an individual project is essential and the Service prefers to maintain at least one facilitator for all components of an individual project.

**3.3.1 Organization and facilitation of a variety of public meetings.** The Contractor will assist in facilitation and recording of public meetings. These will be for: 1) public input on draft alternatives, 2) publication of a draft CCP and NEPA analysis for public review. We anticipate two meetings for each round of public meetings. Unless otherwise specified, the Contractor will provide a senior facilitator and an assistant to record meeting proceedings. Additional tasks include:

- Together with the core planning team, the Contractor will provide input into the development of the format for public meetings. This will require one organizational meeting to determine format and develop draft and final agenda (this meeting can occur via a conference call or in person).
- Agree on needed backup data and who will bring that data.
- Agree on all graphics for workshop (i.e. maps, word charts, Powerpoint) and who is responsible for production.
- Organize and facilitate meetings in different locations within Region 6. It is anticipated that all meetings will be held during the same week. The purpose of the meetings is to provide the public with an overview of the project and solicit issues, concerns, and ideas about the CCP. The exact format of the meetings will be mutually determined with input from the refuge staff, but are likely to be a combination of the following types of meetings: open house, presentation with question and answer session, break-out groups, or formal hearing.
- Other anticipated tasks include: setting up/tearing down for meeting, recording comments, and other tasks as necessary.
- Provide an electronic copy in Microsoft Word format of the summary of public comments received.
- Confirm logistics and make needed reservations.

### 3.4 NEPA ANALYSIS SUPPORT

**3.4.1 Cumulative Impacts Analysis.** The Contractor will assist Service in determining reasonably foreseeable activities that could result in cumulative impacts when combined with the direct and indirect impacts of the alternatives in the Draft ED. It is anticipated that this information can be readily obtained from information found in other plans (federal, state, local, etc.) The exact topics have not been identified, but could include grazing, recreation, private land development, roads/trails, wildlife management, wildlife migration, and other socioeconomic factors. Using this information, the Contractor will assist the Service in determining the cumulative impacts of the alternatives. It is assumed that there could be 2 or 3 alternatives including a no-action. Where possible, quantitative numbers will be used in the analysis but in some areas qualitative assumptions or discussions may be necessary. The Service will provide the mapping for the analysis.

**3.4.2 General Impacts Analysis.** Using the information developed in the impact analysis workshop, the Contractor will assist the Service in further determining the direct and indirect impacts of the alternatives in a draft NEPA document. It is anticipated that the Contractor will need to work closely with refuge and regional office staff to refine impacts. Impact topics will include the physical, biological, cultural, visitor services, special management areas, and socioeconomic resources. The Contractor will be expected to write up a summary of impacts for each topic, using tables and figures to illustrate topics where needed. At a minimum, there will be a table required to summarize all the impacts, and a table of the threatened and endangered species.

**3.4.3 Comment Analysis.** The Contractor will assist the Service in response and analysis of comments on the draft CCP and ED. The Service staff will log all the individual comment letters and organization/agency letters as they come in with the exception of any mass email petitions (Service will provide a .pdf of all the petitions or other agreed upon terms to coordinating transfer of the petitions). The Service will provide the Contractor with a copy of all the comments using an excel spreadsheet to link pdf versions of the comment letters (or other agreed upon terms for transferring comment letters). The Contractor will assist the Service in organizing the comments and defining and coding the substantive issues that require a response as well as coding the non-substantive comments. The Service will be responsible for writing the comment responses for the agency letters. The Contractor will then review the Service's responses and provide professional feedback and guidance on those responses as they relate to NEPA, particularly the scope of analysis, the reasonable alternatives, Service legal directives (mission, refuge purposes, and integrity policy, and others), cumulative impacts and other relevant topics. The Contractor will compile and organize the analysis of the comments into a document.

### 3.5 ADMINISTRATIVE PROVISIONS

**3.5.1 Performance Evaluation.** At the completion of each task order, the Government will work with the Contractor to complete a performance evaluation of deliverables. This evaluation will be a two-way communication tool designed to improve performance over the duration of this contract. Factors of evaluation will include, but are not limited to, quality, timeliness, customer service and satisfaction, and cost.

**3.5.2 Urgent Requirements.** Occasionally the Service will have urgent requirements. Such requirements will be identified in the task order. Urgent requirements may impact delivery dates of existing orders. Under such circumstances, the Service and Contractor will agree in advance to the priority of each order.

**3.5.3 Government Furnished Data/Information.** Existing files, templates, literature, and refuge data/information within refuge files and easily attainable will be made available to the contractor if found of value to the Contractor.

**3.5.4 Contractor Travel.** When necessary, the Contractor is responsible for all travel costs and will utilize the Federal Travel Regulations for applicable lodging and per-diem rates. Task orders will specifically identify any additional requirements for official travel.

### **3.5.5 Definition of Terms.**

*Comprehensive Conservation Plan* – required by the National Wildlife Refuge System Improvement Act of 1997, CCPs provide long-term management direction for each unit of the National Wildlife Refuge System. CCPs are required to be updated on a 15-year cycle. The NEPA process requires development of an environmental assessment (EA) or environmental impact statement (EIS) to identify and analyze potential impacts to the natural or human environment as a result of the plan. CCPs may be specific to one unit or cover multiple stations. The current process for CCPs is to issue a Notice of Intent to complete the plan; to develop a draft CCP for internal review; issue a Notice of Availability for public review of the draft CCP; incorporate changes and to develop a final CCP. The final decision document is an environment assessment with a Finding of No Significant Impacts (FONSI) or a more extensive environmental impact statement with a Record of Decision (ROD). Environmental compliance documents are incorporated with the CCP as the final product. The Service currently has Adobe InDesign templates available for CCPs.

*Finding of No Significant Impact (FONSI)* – The majority of our CCPs involve development of an EA followed by a FONSI. If significant impacts are identified, the Service will pursue completion of an Environmental Impact Statement under a new task order. This scope of work in no way presumes or predicts the final outcome of any NEPA process.

## **4.0 PERIOD OF PERFORMANCE**

The start date for this contract shall be upon contract award (summer 2017), and all work shall be completed by December 31, 2020. This contract may be extended for up to an additional one year or December 2021.

## **5.0 DELIVERABLES**

**5.1** All deliverables will follow the general tasks as described above.

### **5.2 General Specifications.**

A. The Contractor will provide electronic files of all documents produced in the development of the CCP and ED including all native files for the project (all components and final product) in PC-compatible format/file extensions (and as a high resolution PDF).

- B. The Contractor shall provide one sample hard copy and one thumb drive with digital files (native files and one Adobe .pdf) of all documents.
- C. The Contractor is required to maintain an electronic copy of all documents and templates for the duration of this contract.

**DESIGNATED OFFICIALS**

A Contracting Officer's Representative (COR) will be identified for this contract.

**From:** [Sean Donahoe](#)  
**To:** [Garza, Bernardo](#)  
**Subject:** Draft Agenda  
**Date:** Wednesday, October 4, 2017 9:30:19 AM  
**Attachments:** [National Bison Range CCPs and ED KickOff Meeting Agenda.docx](#)  
**Importance:** High

---

Hi Bernardo,

Attached is the draft agenda for the kick-off meeting. Let me know what comments you have and then I can send you a final version. Sean

---

Sean Donahoe, Ph.D.  
Partner, Marstel-Day, LLC  
513 Prince Edward Street, Suite 101  
Fredericksburg, VA 22401  
703.839.5513 (direct)  
540.371.3323 (fax)  
[www.Marstel-Day.com](http://www.Marstel-Day.com)

# Kick-Off Meeting Agenda Comprehensive Conservation Plans and Environmental Documentation for the National Bison Range Complex

Thursday, 5 October 2017

10:00 - 11:30 AM MT; Teleconference #: (b)(5) commercial privilege Passcode #: (b)(5) commercial privilege

## 1. Introductions / Roles - All

### U.S. Fish and Wildlife Service:

Kelly Hogan, Acting Chief of the Branch of Policy and Planning  
Bernardo Garza, Planning Team Leader, Branch of Policy of Planning  
Jeff King, Project Leader, National Bison Range Complex  
Kevin Shinn, Refuge Manager, Lost Trail NWR  
Linda Moeder, GIS and Cartography Specialist  
Matt McCollister, Wildlife Biologist

### Marstel-Day, LLC:

Sean Donahoe, Project Manager, NEPA Leader  
NEPA Technical Support Team: Jenn Allen, Tanya Perry, Elizabeth Powell, Elizabeth Pratt, Erika Wettergreen, Mary Young  
Erika Wettergreen, Deputy Project Manager, Facilitation Leader  
Facilitation/Meeting Technical Support Team: Jessica Aiello, Sandra Davis, Leandra Jacobson, Elizabeth Powell, Dave Sale

## 2. Review Contract / Scope of Work – Marstel-Day

- Project Management Plan
- 3.1 General Services: Kick-off, Meeting Summary Reports, Admin Record
- 3.2 Facilitation Services Internal: Additional Meetings, Vision/Goals Workshop, Alternatives Workshop, Objectives and Strategies Workshop, Impact Analysis Workshop
- 3.3 Facilitation Services External: Public Meetings
- 3.4 NEPA Analysis: Cumulative Impacts, General Impacts, Comment Analysis

## 3. CCP Updates / Next Steps – Service

## 4. Near-term Needs and Schedule / Next Meeting – Service

## 5. Q&A



**From:** [Garza, Bernardo](#)  
**To:** [Kelly Hogan](#); [McCollister, Matthew](#); [Laura King](#); [Jeff King](#); [Kevin Shinn](#); [Vanessa Fields](#); [Linda Moeder](#)  
**Subject:** Tomorrow's Conference Calls  
**Date:** Wednesday, October 4, 2017 11:07:12 AM  
**Attachments:** [SOW\\_Various CCPs EIS EAs HMP Writing Editing a.docx](#)  
[SOW\\_nbrccp\\_06122017.docx](#)  
[National Bison Range CCPs and ED KickOff Meeting Agenda.docx](#)  
[Writing Editing 508 Kickoff Teleconference Agenda.docx](#)

---

Folks,

I'm attaching here the two Statements of Work developed to seek out assistance with the ongoing CCPs, NEPA documents, and HMP so you can be familiar with their contents and prepared for tomorrow's conference calls. I'm also attaching the draft agendas for the meetings - please review them and let me know if you think we should make changes/additions to them.

Those of us in the RO will gather at the Bison Conference Room (6th floor) for the 10:00 am conference call with our NEPA and Facilitation Contractor (Marstel-Day), and at the Refuges Conference Room for the 1:30 pm conference call with our Writing/Editing/508 Compliance Contractor (Amec Foster Wheeler). Times given are, of course, Mountain Time.

Those of you in Montana will join the (appropriate) teleconference via the following numbers:

Conference call with the NEPA/Facilitation Contractor (expected to last between 1 and 1.5 hours):

Teleconference # (b)(5) commercial privilege  
Passcode # (b)(5) commercial

Conference call with the Writer/Editor Contractor (also expected to last between 1 and 1.5 hours):

Teleconference # (b)(5) commercial privilege  
Passcode # (b)(5) commercial

Contact me today if you have any questions. Otherwise, talk to you tomorrow.

--

**Bernardo Garza**  
**Planning Team Leader**  
**Branch of Policy and Planning**  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

## **STATEMENT OF WORK**

### **Comprehensive Conservation Plans and Environmental Documentation for National Bison Range Complex**

#### **1.0 INTRODUCTION**

As required by the National Wildlife Refuge Improvement Act, the U.S. Fish and Wildlife Service (Service) is preparing comprehensive conservation plans (CCP) for the National Bison Range Complex (Complex), which includes:

- Lost Trail National Wildlife Refuge
- National Bison Range
- Ninepipe National Wildlife Refuge
- Northwest Montana Wetland Management District – Flathead County
- Northwest Montana Wetland Management District – Lake County
- Pablo National Wildlife Refuge

The CCPs will set the management direction and use of all the units of the Complex for 15 years. Additionally, as required by Service policy and the National Environmental Policy Act (NEPA), the Service will prepare appropriate environmental documents (ED).

#### **1.1 SCOPE**

This Statement of Work is for assistance in the development of two CCPs and associated EDs. One CCP and an environmental impact statement will be developed for the National Bison Range. One CCP and an environmental assessment will be developed for all the other units of the Complex. Tasks may include, but are not be limited to: facilitation of a variety of public and planning team meetings and internal workshops, development of a public involvement plan, and other associated tasks with communicating to the public. Additionally, the Contractor would assist in preparing a variety of graphic products such as brochures, posters, maps, sketches, concept drawings, or other graphic products. The Contractor would also provide support for various pieces of the NEPA analysis including: cumulative effects analysis; assisting the staff in determining the direct and indirect effects of the alternatives; and comments analysis. In all cases, the Service would provide guidance in all phases of the plan development and analysis.

#### **2.0 APPLICABLE DOCUMENTS**

The Contractor will comply with all applicable (1) federal statutes, regulations and rules (including all changes amendments); and (2) Presidential Executive Orders, in effect on the date of issuance of this delivery order. The Contractor is expected to be familiar with and comply with the 1997 Improvement Act, final Refuge Planning Policy (May 2000) and the final Compatibility Regulations and Policy (October, 2000), and the Service's guidelines on information that adheres to the Data Quality Act. The Contractor is responsible to ensure that the standards being used are current. A key to common definitions is found at the end of this scope of work.

### 3.0 SERVICES TO BE PERFORMED BY THE CONTRACTOR

The Contractor shall furnish all personnel, necessary coordination with any subcontractors, equipment, materials and transportation necessary to complete the services described below.

#### 3.1 GENERAL

The Contractor shall provide and coordinate all work necessary for development of a CCP and ED that conforms to the Improvement Act, NEPA requirements and Department of Interior's policies and procedures for implementing NEPA and the Service's policies on planning and compatibility. Two planning team leaders will be assigned to this project and will be co-leads for the CCP development providing overall direction and guidance to the Contractor.

**3.1.1 Meeting summary reports.** The Contractor shall prepare written summaries of all formal meetings or conferences held in connection with the Scope of Work and furnish them to the Planning Team Leader via electronic mail within one week.

**3.1.2 Administrative Record.** The Contractor will prepare an Administrative Record for services performed. The administrative record will be prepared in an excel spreadsheet and all documents must be linked to the spreadsheet.

#### 3.2 FACILITATION SERVICES INTERNAL

For all facilitation services, the Contractor will maintain a cadre of qualified facilitators with experience in complex natural resource issues, team building, and government-to-government consultation with tribes. The Contractor will provide the Service with the resumes and prior experience of facilitators and the Service may select from, recommend alternates, or refuse individual facilitators based on the unique circumstances of each task. Continuity and understanding of an individual project is essential and the Service prefers to maintain at least one consistent facilitator for all components of an individual project.

**3.2.1 Cooperating Agencies Meeting / Team Building.** To initiate the project, the Contractor will facilitate a team building meeting. The purpose of the meeting is to bring the refuge staff and cooperating agencies, including members of the Confederated Salish and Kootenai Tribes, together to talk about the planning process, address their questions and concerns, and begin building a cohesive planning team (PT). The PT is responsible for most of the writing and development of the plan. Team building is an essential component in order to develop a cohesive PT. Together with the planning team leader; the Contractor will organize and facilitate a multi-day workshop with Service staff and cooperating agencies. **The workshop will require two persons including a senior team building facilitator who has experience working with tribes, strong skills in resolving conflict and building teams, plus a secondary facilitator** to help facilitate sessions, manage the meeting, and take notes of the meeting. Specific tasks are outlined in the Note section below.

**3.2.2 Additional meetings.** Meetings (phone calls) may be required throughout the project. On average, the Contractor may need to participate in a conference call 2 times per month (4 hrs. per month) when the contractor during active phases of the project.

**3.2.3 Vision and goals workshop.** To establish common ground among the various participants, the Contractor will organize and facilitate a multi-day workshop with the PT to develop a draft vision statement and goals for the NBRC. Building on the success at the first meeting, the PT will develop a common understanding of the purposes of the refuge units; and identify special qualities, management concerns, issues, and opportunities to resolve them. The workshop will require two persons, including a **senior team building facilitator who has experience working with tribes, strong skills in resolving conflict, and building teams, plus a secondary facilitator** to help facilitate sessions, manage the meeting, and take notes of the meeting. Specific tasks are outlined in the Note section below.

**3.2.4 Alternatives Workshop.** To develop a draft set of alternatives, the Contractor will organize and facilitate a multi-day workshop with the PT. Participants will be able to apply the teambuilding skills learned from the first two workshops, and therefore participants should be ready to discuss management alternatives. There will be pre-work required to accomplish the task (develop chart, define categories, etc.). Following, the workshop, the Contractor will work with the staff to fill in additional details for the alternatives chart. Specific tasks are outlined in the Note section below.

**3.2.5 Objectives and Strategies Workshop.** To develop a draft set of objectives and strategies for the management direction, the Contractor will organize and facilitate a multi-day workshop with the PT. There will be pre-workshop work required to accomplish the task (develop chart, define categories, etc.). Specific tasks are outlined in the Note section below.

**3.2.6 Impacts Analysis Workshop.** To develop the impacts analysis, the Contractor will organize and facilitate a multi-day workshop with the PT. There will be considerable pre-workshop work required to accomplish the task.

**NOTE: Anticipated tasks of all workshops described above include Organizational discussion via meeting, email or conference call to accomplish the following:**

- Develop workshop agenda and supporting materials as needed.
- Identify roles and responsibilities of workshop participants and support staff.
- Confirm logistics and make needed reservations.
- Define process to arrive at the product of workshop (step-by-step).
- Define who will be present, facilitate and when, who will scribe, who will take computer notes.
- Define all materials that will be mailed to participants before meeting (define who is responsible for this effort).
- Agree on needed backup data and who will bring that data.
- Agree on all graphics for workshop (i.e. maps, word charts,) and who is responsible for production.
- Facilitation of workshop. The meeting will begin by reaffirming earlier steps and identifying other management concerns that may need to be addressed. The workshop participants will produce a draft product (e.g. vision, alternatives, objectives and strategies, impact table). The Contractor will provide expertise and suggestions to the participants to ensure the product meets Service standards.
- The Contractor will provide two facilitators for each meeting (**for two of the workshops, Cooperating Agencies Team Building and Vision and Goals, a**

**facilitator with experience working with tribes, and strong team building skills is required to be the lead).** For the other workshops, a lead facilitator and assistant will be adequate.

- The Contractor needs to be able to produce working copies during the workshop as products are produced.
- Following the workshop, the Contractor will perform an edit of the draft product developed during the workshop for typographical errors and highlight the sections that need additional clarification or details.
- The Contractor will provide the planning team leader with a copy of the revised product document within one week following the workshop.

### **3.3 FACILITATION SERVICES EXTERNAL**

For all facilitation services, the Contractor will maintain a cadre of qualified facilitators with experience in complex and controversial natural resource management issues team building, and government-to-government consultation. The Contractor will provide the Service with the resumes and prior experience of facilitators and the Service may select from, recommend alternates, or refuse individual facilitators based on the unique circumstances of each task. Continuity and understanding of an individual project is essential and the Service prefers to maintain at least one facilitator for all components of an individual project.

**3.3.1 Organization and facilitation of a variety of public meetings.** The Contractor will assist in facilitation and recording of public meetings. These will be for: 1) public input on draft alternatives, 2) publication of a draft CCP and NEPA analysis for public review. We anticipate two meetings for each round of public meetings. Unless otherwise specified, the Contractor will provide a senior facilitator and an assistant to record meeting proceedings. Additional tasks include:

- Together with the core planning team, the Contractor will provide input into the development of the format for public meetings. This will require one organizational meeting to determine format and develop draft and final agenda (this meeting can occur via a conference call or in person).
- Agree on needed backup data and who will bring that data.
- Agree on all graphics for workshop (i.e. maps, word charts, Powerpoint) and who is responsible for production.
- Organize and facilitate meetings in different locations within Region 6. It is anticipated that all meetings will be held during the same week. The purpose of the meetings is to provide the public with an overview of the project and solicit issues, concerns, and ideas about the CCP. The exact format of the meetings will be mutually determined with input from the refuge staff, but are likely to be a combination of the following types of meetings: open house, presentation with question and answer session, break-out groups, or formal hearing.
- Other anticipated tasks include: setting up/tearing down for meeting, recording comments, and other tasks as necessary.
- Provide an electronic copy in Microsoft Word format of the summary of public comments received.
- Confirm logistics and make needed reservations.

### 3.4 NEPA ANALYSIS SUPPORT

**3.4.1 Cumulative Impacts Analysis.** The Contractor will assist Service in determining reasonably foreseeable activities that could result in cumulative impacts when combined with the direct and indirect impacts of the alternatives in the Draft ED. It is anticipated that this information can be readily obtained from information found in other plans (federal, state, local, etc.) The exact topics have not been identified, but could include grazing, recreation, private land development, roads/trails, wildlife management, wildlife migration, and other socioeconomic factors. Using this information, the Contractor will assist the Service in determining the cumulative impacts of the alternatives. It is assumed that there could be 2 or 3 alternatives including a no-action. Where possible, quantitative numbers will be used in the analysis but in some areas qualitative assumptions or discussions may be necessary. The Service will provide the mapping for the analysis.

**3.4.2 General Impacts Analysis.** Using the information developed in the impact analysis workshop, the Contractor will assist the Service in further determining the direct and indirect impacts of the alternatives in a draft NEPA document. It is anticipated that the Contractor will need to work closely with refuge and regional office staff to refine impacts. Impact topics will include the physical, biological, cultural, visitor services, special management areas, and socioeconomic resources. The Contractor will be expected to write up a summary of impacts for each topic, using tables and figures to illustrate topics where needed. At a minimum, there will be a table required to summarize all the impacts, and a table of the threatened and endangered species.

**3.4.3 Comment Analysis.** The Contractor will assist the Service in response and analysis of comments on the draft CCP and ED. The Service staff will log all the individual comment letters and organization/agency letters as they come in with the exception of any mass email petitions (Service will provide a .pdf of all the petitions or other agreed upon terms to coordinating transfer of the petitions). The Service will provide the Contractor with a copy of all the comments using an excel spreadsheet to link pdf versions of the comment letters (or other agreed upon terms for transferring comment letters). The Contractor will assist the Service in organizing the comments and defining and coding the substantive issues that require a response as well as coding the non-substantive comments. The Service will be responsible for writing the comment responses for the agency letters. The Contractor will then review the Service's responses and provide professional feedback and guidance on those responses as they relate to NEPA, particularly the scope of analysis, the reasonable alternatives, Service legal directives (mission, refuge purposes, and integrity policy, and others), cumulative impacts and other relevant topics. The Contractor will compile and organize the analysis of the comments into a document.

### 3.5 ADMINISTRATIVE PROVISIONS

**3.5.1 Performance Evaluation.** At the completion of each task order, the Government will work with the Contractor to complete a performance evaluation of deliverables. This evaluation will be a two-way communication tool designed to improve performance over the duration of this contract. Factors of evaluation will include, but are not limited to, quality, timeliness, customer service and satisfaction, and cost.

**3.5.2 Urgent Requirements.** Occasionally the Service will have urgent requirements. Such requirements will be identified in the task order. Urgent requirements may impact delivery dates of existing orders. Under such circumstances, the Service and Contractor will agree in advance to the priority of each order.

**3.5.3 Government Furnished Data/Information.** Existing files, templates, literature, and refuge data/information within refuge files and easily attainable will be made available to the contractor if found of value to the Contractor.

**3.5.4 Contractor Travel.** When necessary, the Contractor is responsible for all travel costs and will utilize the Federal Travel Regulations for applicable lodging and per-diem rates. Task orders will specifically identify any additional requirements for official travel.

### **3.5.5 Definition of Terms.**

*Comprehensive Conservation Plan* – required by the National Wildlife Refuge System Improvement Act of 1997, CCPs provide long-term management direction for each unit of the National Wildlife Refuge System. CCPs are required to be updated on a 15-year cycle. The NEPA process requires development of an environmental assessment (EA) or environmental impact statement (EIS) to identify and analyze potential impacts to the natural or human environment as a result of the plan. CCPs may be specific to one unit or cover multiple stations. The current process for CCPs is to issue a Notice of Intent to complete the plan; to develop a draft CCP for internal review; issue a Notice of Availability for public review of the draft CCP; incorporate changes and to develop a final CCP. The final decision document is an environment assessment with a Finding of No Significant Impacts (FONSI) or a more extensive environmental impact statement with a Record of Decision (ROD). Environmental compliance documents are incorporated with the CCP as the final product. The Service currently has Adobe InDesign templates available for CCPs.

*Finding of No Significant Impact (FONSI)* – The majority of our CCPs involve development of an EA followed by a FONSI. If significant impacts are identified, the Service will pursue completion of an Environmental Impact Statement under a new task order. This scope of work in no way presumes or predicts the final outcome of any NEPA process.

## **4.0 PERIOD OF PERFORMANCE**

The start date for this contract shall be upon contract award (summer 2017), and all work shall be completed by December 31, 2020. This contract may be extended for up to an additional one year or December 2021.

## **5.0 DELIVERABLES**

**5.1** All deliverables will follow the general tasks as described above.

### **5.2 General Specifications.**

A. The Contractor will provide electronic files of all documents produced in the development of the CCP and ED including all native files for the project (all components and final product) in PC-compatible format/file extensions (and as a high resolution PDF).

- B. The Contractor shall provide one sample hard copy and one thumb drive with digital files (native files and one Adobe .pdf) of all documents.
- C. The Contractor is required to maintain an electronic copy of all documents and templates for the duration of this contract.

**DESIGNATED OFFICIALS**

A Contracting Officer's Representative (COR) will be identified for this contract.



# Kick-Off Meeting Agenda Comprehensive Conservation Plans and Environmental Documentation for the National Bison Range Complex

Thursday, 5 October 2017

10:00 - 11:30 AM MT; Teleconference # (b)(5) commercial privilege Passcode #: (b)(5) commercial privilege

## 1. Introductions / Roles - All

### U.S. Fish and Wildlife Service:

Kelly Hogan, Acting Chief of the Branch of Policy and Planning  
Bernardo Garza, Planning Team Leader, Branch of Policy of Planning  
Jeff King, Project Leader, National Bison Range Complex  
Kevin Shinn, Refuge Manager, Lost Trail NWR  
Linda Moeder, GIS and Cartography Specialist  
Matt McCollister, Wildlife Biologist

### Marstel-Day, LLC:

Sean Donahoe, Project Manager, NEPA Leader  
NEPA Technical Support Team: Jenn Allen, Tanya Perry, Elizabeth Powell, Elizabeth Pratt, Erika Wettergreen, Mary Young  
Erika Wettergreen, Deputy Project Manager, Facilitation Leader  
Facilitation/Meeting Technical Support Team: Jessica Aiello, Sandra Davis, Leandra Jacobson, Elizabeth Powell, Dave Sale

## 2. Review Contract / Scope of Work – Marstel-Day

- Project Management Plan
- 3.1 General Services: Kick-off, Meeting Summary Reports, Admin Record
- 3.2 Facilitation Services Internal: Additional Meetings, Vision/Goals Workshop, Alternatives Workshop, Objectives and Strategies Workshop, Impact Analysis Workshop
- 3.3 Facilitation Services External: Public Meetings
- 3.4 NEPA Analysis: Cumulative Impacts, General Impacts, Comment Analysis

## 3. CCP Updates / Next Steps – Service

## 4. Near-term Needs and Schedule / Next Meeting – Service

## 5. Q&A

Kick-Off Teleconference Agenda  
Writing, Editing, Layout, and Section 508 Compliance Services  
Various Planning Documents of the NWRS in Region 6

Thursday, 5 October 2017

---

1:30 - 3:00 PM MT; Teleconference #: (b)(5) commercial privilege Passcode #: (b)(5) commercial privilege

## 1. Introductions

### U.S. Fish and Wildlife Service:

Kelly Hogan, Acting Chief of the Branch of Policy and Planning  
Bernardo Garza, Planning Team Leader, Branch of Policy of Planning  
Vanessa Fields, Branch of Policy and Planning  
Matt McCollister, Wildlife Biologist, Branch of Policy and Planning

### Amec Foster Wheeler, Inc.:

Dawn Johnson, PhD., PM and Lead Natural Resources Planner, Austin/Santa Barbara  
Angela Eaton, PhD., Compliance/QA Editor

## 2. Review Statement of Work

## 3. Discuss Priorities and Schedule

## 4. Next Steps

## 5. Q&A

# **Statement of Work**

## **Comprehensive Conservation Plans, Environmental Impact Statement, Environmental Assessments, and Habitat Management Plan Writing, Editing, Formatting, and Section 508 Compliance Various Units of the National Wildlife Refuge System, Region 6**

July 2017

### **1.0 INTRODUCTION**

The U.S. Fish and Wildlife Service (Service) is preparing planning documents for multiple units of the National Wildlife Refuge System in Region 6:

1. Habitat Management Plan (HMP) for Bear River Migratory Bird Refuge (MBR)
2. Comprehensive Conservation Plan (CCP) and Environmental Assessment (EA) for Charles M. Russell Wetland Management District (WMD), Grass Lake National Wildlife Refuge (NWR), Hailstone NWR, Lake Mason NWR, and War Horse NWR
3. CCP and EA for Bear River MBR
4. CCP and Environmental Impact Statement (EIS) for National Bison Range
5. CCP and EA for Lost Trail NWR, Ninepipe NWR, Northwest Montana Wetland Management District (WMD) – Flathead County, Northwest Montana WMD – Lake Count, and Pablo NWR

### **1.1 SCOPE**

This Statement of Work is for assistance to the Service, Region 6 Division of People, Policy and Planning, Branch of Planning with technical writing, high-quality editorial support, formatting/graphic design and ensuring compliance with Section 508 of the Rehabilitation Act (Section 508) for an HMP, draft and final CCPs and NEPA documents (internal and public EAs, Finding of No Significant Impacts, EIS, Record of Decision), trifold summaries and planning updates (public documents). These documents are ultimately provided to contract printing companies for draft and final production (including the Government Printing Office for copying and large off-set printing jobs).

Tasks include: review, editing, and formatting/graphic design of draft and final documents to ensure completeness, cohesiveness between the different chapters, and compliance with the Department of the Interior Plain Language Policy and Section 508; conversion of Microsoft Word (hereafter Word) format document to and laying out in ready-to-print Adobe InDesign (hereafter InDesign) format (using the most current available version of the software). The documents are expected to be of extremely high quality, consistent with national graphics standards, and maintain schedules for completion. This scope will include multiple line items necessary to complete the planning documents. The Service will provide guidance in all phases of the development, review, formatting, Section 508 compliance and printing of the HMP, CCPs, and NEPA documents.

### **1.2 DELIVERABLES**

The deliverables include various components necessary to complete the planning process and documents. The documents are generally arranged, assembled, and then reviewed internally, followed by a period of public review, and eventually a final decision document is issued. The documents may be ordered either to be printed locally or using offset printing. The size of the required documents will vary based on their complexity and may require preparation of multiple volumes. This task order includes the following deliverables:

- A. Bear River MBR
  1. Draft HMP and EA *(public review document)*
  2. Final HMP *(internal review document)*
  3. Final HMP *(public document)*

- B. Charles M. Russell WMD and Grass Lake, Hailstone, and War Horse NWRs
  - 4. Final CCP and Finding of No Significant Impact *(internal review document)*
  - 5. Final CCP and Finding of No Significant Impact *(public document)*
  - 6. Trifold Summary of Final CCP *(public document)*
- C. Bear River MBR
  - 7. Draft CCP and EA *(public review document)*
  - 8. Final CCP and Finding of No Significant Impact *(internal review document)*
  - 9. Final CCP and Finding of No Significant Impact *(public document)*
  - 10. Trifold Summary of Final CCP *(public document)*
  - 11. Planning Update # 1 *(public document)*
  - 12. Planning Update # 2 *(public document)*
  - 13. Planning Update # 3 *(public document)*
- D. National Bison Range
  - 14. Draft CCP and EIS *(public review document)*
  - 15. Final EIS *(internal review document)*
  - 16. Final EIS *(public document)*
  - 17. Final CCP and Record of Decision *(internal review document)*
  - 18. Final CCP and Record of Decision *(public document)*
  - 19. Trifold Summary of Final CCP *(public document)*
  - 20. Planning Update # 2 *(public document)*
  - 21. Planning Update # 3 *(public document)*
- D. Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs (Flathead and Lake Counties)
  - 22. Draft CCP and EA *(public document)*
  - 23. Final CCP and Finding of No Significant Impact *(internal review document)*
  - 24. Final CCP and Finding of No Significant Impact *(public document)*
  - 25. Trifold Summary of Final CCP *(public document)*
  - 26. Planning Update # 2 *(public document)*
  - 27. Planning Update # 3 *(public document)*

The Service's planning process is governed by statute and policy. The goal of the planning process is to support high-quality science-based decision documents developed using longstanding methods to ensure public participation. The following brief definitions and descriptions are provided to further the understanding of the Service's planning process.

**Habitat Management Plan** – a “step-down” plan from a refuge management plan that identifies important wildlife resources and the management strategies to be implemented to help ensure the appropriate life-cycle needs of these species are met at the appropriate spatial scale. Guidance for developing an HMP is based on relevant Service laws and policies, including the Improvement Act and the Service policy on Biological Integrity, Diversity, and Environmental Health (BIDEH). The Improvement Act mandates the environmental health of refuge lands be evaluated and analyzed to “ensure that biological integrity, diversity, and health of the System are maintained for the benefit of present and future generations of Americans”, and BIDEH directs managers to employ management that “restores or mimics natural ecosystem processes or functions to achieve Refuge purposes.” Collectively, these and other documents stipulate that refuge managers should implement the most appropriate management actions to restore degraded systems to the extent possible and prevent further degradation of systems, which will depend on many factors including funding and staffing.

**Comprehensive Conservation Plan** – required by the National Wildlife Refuge System Improvement Act of 1997, CCPs provide long-term management direction for each unit of the National Wildlife Refuge System. CCPs are required to be updated at least every 15 years. The National Environmental Policy Act (NEPA) requires the preparation of an EA or of an EIS to ensure no significant impacts to the natural or human environment as a result of the CCP. CCPs may be specific to one unit or cover multiple units. The current process for CCPs is to issue a Notice of Intent to complete a CCP; development of a draft CCP for internal review; issuance of a Notice of Availability for public review of the draft CCP; incorporation of changes and development of a final CCP. The final decision document for an EA is a Finding of No Significant Impacts (FONSI) or for an EIS is a Record of Decision (ROD). NEPA Decision Documents are incorporated with a CCP as the draft product. The Service currently has extensive InDesign templates available for CCPs.

**Tri-Fold Summary** – many CCPs and Decision Documents are extensive and the cost of reproduction is high. For this reason, the Service also develops summary documents to synthesize and discuss key issues associated with a CCP. Tri-fold summaries are only used as a tool to distribute information. All the material contained in the tri-fold summaries is taken directly from CCPs. The Service currently has InDesign templates available for tri-fold summaries.

**Planning Updates** – public notification and public participation are requirements of NEPA, but specific requirements are dependent upon the individual project being considered. The Service utilizes periodic formal planning updates to communicate the status of the planning process. Planning updates are generally brief and concise and we typically issue one to five updates depending on the type of project and the need to communicate. The Service currently has InDesign templates available for planning updates.

**Internal Drafts and Public Documents** – as a general rule, the Service will submit similar information to both internal and external audiences. The goal of internal drafts is simply to review and refine documents prior to release to the general public. Public documents are expected to be high-quality documents formatted for distribution to large audiences.

## **2.0 APPLICABLE DOCUMENTS**

The Contractor will comply with all applicable (1) federal statutes, regulations and rules (including all changes amendments); and (2) Presidential Executive Orders, in effect on the date of issuance of this delivery order. The Contractor is expected to be familiar with and comply with the 1997 Improvement Act, final Refuge Planning Policy (May 2000), the final Compatibility Regulations and Policy (October, 2000), the Organic Act, Service policy on Land Acquisition Planning (340 FW 2), and the Service's guidelines on information that adheres to the Data Quality Act. The Contractor is responsible to ensure that the standards being used are current.

All documents will be provided to the Contractor by the planning team leaders in single column, Word format, and some printed materials may need to be scanned. Maps will be provided in TIFF format of at least 300 dpi quality. Other graphics will be provided in either JPEG, TIFF, or GIF formats, and of at least 300 dpi quality. The standard software for use will be InDesign, but the Planning Team Leader may allow for early drafts and some simpler documents to be made available in Word (most current version of this software available). The Service currently has templates available for most documents, but some orders may require development of templates.

The Contractor is responsible to ensure that the standards described in these documents are met for all deliverable products described in each task order.

- ✧ The Service's Graphic Standards and the Publication Handbook are available on-line.
- ✧ For style and grammar, the Service will first refer to the Publication Handbook, and then use the Style Manual, An Official Guide to the Form and Style of Federal Government Printing, U.S. Government Printing Office, 2008; the Chicago Manual of Style, University of Chicago Press, 15<sup>th</sup> edition, 2003; and Scientific Style and Format; the CSE Manual for Authors, Editors, and Publishers, the Rockefeller University Press, 7<sup>th</sup> edition, 2006.
- ✧ Periodic updates to these standards will be officially transmitted to the Contractor.
- ✧ Resolution of style questions will be coordinated with the planning team leaders.

### **3.0 SERVICES TO BE PERFORMED BY THE CONTRACTOR**

The Contractor shall furnish all personnel, necessary coordination with any subcontractors, equipment, materials and transportation necessary to complete the following services for the development of the refuge planning documents:

#### **3.1 General**

- 1) Complete technical and editorial review of all appropriate draft documents (i.e., HMP, CCP, EIS, EA, ROD, FONSI, all appendices, glossary, table of contents, summary, abbreviations, covers, figures) and meet with the Service's planning team leader, either in person or via video or teleconference, to discuss and agree on editorial requirements, questions and recommendations.
- 2) Perform editing, formatting, and layout, and provide one hard copy sample and one CD with digital files of all appropriate draft documents (i.e., HMP, CCP, EIS, EA, ROD, FONSI, all appendices, glossary, table of contents, summary, abbreviations, covers, figures) for internal review by the Service.
- 3) Receive photographs and other images from the Service and perform all necessary editing (e.g., cropping) and layout so the images can be part of all appropriate documents. Perform necessary image labeling and crediting.
- 4) Incorporate the Service's internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the documents (e.g., Draft HMP, CCP/EA/EIS) for printing and subsequent public review.
- 5) Incorporate public review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the documents (e.g., Draft HMP, CCP/EA/EIS) for internal review by the Service.
- 6) Incorporate internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the documents (e.g., Draft HMP, CCP/EA/EIS, ROD) for printing.
- 7) Develop a ROD (in the case of an EIS) or a FONSI (in the case of an EA) and provide one sample hard copy and one camera-ready digital copy (on CD) of ROD for review by the Service.
- 8) Incorporate the Service's internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the Final ROD or FONSI for printing.
- 9) Incorporate public review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the Draft Final CCP (incorporating a ROD or a FONSI, as appropriate) for internal review by the Service.
- 10) Incorporate internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the Final CCP (incorporating a ROD or a FONSI, as appropriate) for printing.
- 11) Develop a trifold Summary of the Comprehensive Conservation Plan in the same style, quality and format as samples provided, and provide one sample hard copy and one camera-ready digital copy (on CD) of trifold Summary for review by the Service.
- 12) Incorporate trifold Summary document review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the trifold Summary of the Comprehensive Conservation Plan.
- 13) Develop Planning Updates, as necessary (one to inform the public of the beginning of the planning process, one to inform the public of the availability and contents of the Draft CCP/EA/EIS and one to inform the public of the availability of the Final CCP) in the same style, quality and format as samples provided, and deliver one sample hard copy and one camera-ready digital copy (on CD) of each of the Planning Updates for review by the Service.
- 14) Incorporate Planning Updates review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of each of the Planning Updates for printing.

- 15) The Draft CCP/EA/EIS for printing and subsequent public review and all final documents (i.e., HMP, CCP, EIS, EA, FONSI, ROD, trifold, and planning updates) will be produced in InDesign and will probably include photographs along with maps, figures, and tables, all in color.
- 16) The approximate time for the Contractor to edit, format, and layout of the draft HMP, CCP/EIS/EA will be no more than 20 business days. The approximate time for the Contractor to incorporate Service or public comments to the draft HMP, CCP/EA/EIS and ensure its compliance with Section 508 will be no more than 10 business days.
- 17) The approximate time for the Contractor to edit, format, and layout the draft Final EIS will be no more than 20 business days. The approximate time for the Contractor to incorporate internal or public comments to the final EIS and ensure its compliance with Section 508 will be no more than 15 business days.
- 18) The approximate time for the Contractor to edit, format, and layout a final HMP or a final CCP will be no more than 20 business days. The approximate time for the Contractor to incorporate Service or public comments to the final HMP or CCP and ensure its compliance with Section 508 will be no more than 15 business days.
- 19) The approximate time for the Contractor to edit, format, and layout the ROD, Trifold Summary, and each of the planning updates will be no more than 10 business days. The approximate time for the Contractor to incorporate Service or public comments to the ROD, trifold summary, and each planning update and ensure their compliance with Section 508 will be no more than 5 business days.
- 20) All documents shall be provided to the Service in a print ready format (as previously described) to be directly submitted to GPO for local copying and/or offset printing.

The Contractor will edit, format, layout, ensure Section 508 compliance, and provide the following documents (deliverables) to the Service:

### **3.1.1 Bear River MBR Draft HMP and EA (public review document)**

- a) The Service and the Contractor will hold a coordination meeting (either face-to-face or via WebEx, or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.
- b) The Service will provide the necessary electronic files to prepare the Draft HMP/EA, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after the organizational meeting.
- c) The Draft HMP/EA will be produced in InDesign.
- d) The Contractor will edit and format the Draft HMP/EA (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and maintain the Table of Contents.
- e) The Contractor will format the Draft HMP/EA as two-sided pages, with two columns per page. The photographs located within the chapters and other images or figures will be formatted in black and white.
- f) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the draft HMP/EA approximately 20 business days after receiving item b) from the Service.
- g) The Service will have up to 5 business days, from the date of receipt of item f), to review the Draft HMP/EA and provide comments, and if necessary, a request for further editing and formatting, to the Contractor.
- h) If the Service provides feedback, the Contractor will have up to 5 business days to perform all necessary edits, formatting, and layout changes required by the comments provided by the Service under item g), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft HMP/EA for printing.

- i) The Draft HMP/EA for public review is expected to be approximately 80-100 pages in length.

**Final HMP (public document)**

- j) The Service will provide the necessary instructions and electronic files to prepare the Final HMP, as well as any necessary sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final EIS to the Contractor.
- k) The Contractor will edit, format, and lay out the Final HMP (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure it is Section 508 compatible.
- l) The Final HMP will be produced in InDesign and formatted as two-sided pages, with two columns per page, all photos and graphics will be in color.
- m) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Final HMP approximately 15 business days after receiving item j) from the Service.
- n) The Service will have up to 5 business days, from the date of receipt of item m), to perform an internal review of the Final HMP and, if appropriate and necessary, provide comments and request further editing and formatting, to the Contractor.
- o) The Contractor will have up to 5 business days to perform all necessary edits, formatting, and layout changes required by the Service under item n), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final HMP ready for offset printing.
- p) The Final HMP for printing is expected to be approximately 80-100 pages in length.

### **3.1.2 Charles M. Russell WMD and Grass Lake, Hailstone, and War Horse NWRs**

- a) The Service and the Contractor will hold an coordination meeting (either face-to-face or via WebEx, or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.

**Draft CCP and EA (public review document)**

- b) The Service will provide the necessary electronic files to prepare the Draft CCP/EA, as well as any sample documents that might help for and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after the organizational meeting.
- c) The Contractor will produce the Draft CCP/EA in InDesign, format it in accordance to government standards and the Service's Publication Handbook, and maintain the Table of Contents.
- d) The Contractor will format the Draft CCP/EA as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- e) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP and EA approximately 20 business days after receiving item b) from the Service.
- f) The Service will have up to 5 business days, from the date of receipt of item e), to review the Draft CCP/EA and, if necessary, request for further formatting to the Contractor.
- g) The Contractor will have up to 10 business days to perform all necessary formatting and layout changes required by the comments provided by the Service under item f), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA for printing.
- h) The Draft CCP/EA for public review is expected to be approximately 150-180 pages in length.



#### **Final CCP and FONSI (public document)**

- i) The Service will provide the necessary instructions and electronic files to prepare the draft Final CCP/FONSI, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final CCP/FONSI to the Contractor.
- j) The Contractor will format and lay out the Final CCP/FONSI (in accordance to government standards and the Service's Publication Handbook).
- k) The Final CCP/FONSI will be produced in InDesign and formatted as two-sided pages, with two columns.
- l) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI approximately 20 business days after receiving item i) from the Service.
- m) The Service will have up to 10 business days, from the date of receipt of item l), to perform a review of the Final CCP/FONSI and, if necessary, provide comments and request further formatting to the Contractor.
- n) The Contractor will have up to 10 business days to perform all necessary formatting, and layout changes required by the comments provided by the Service under item m), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI for printing.
- o) The Final CCP and FONSI is expected to be approximately 120-150 pages in length.

#### **Trifold Summary (public document)**

- p) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.
- q) The Contractor will edit, format, and lay out the Trifold Summary (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- r) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including color maps, photographs, and figures, following the samples provided by the Service.
- s) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving item p) from the Service.
- t) The Service will have up to 3 business days, from the date of receipt of item s), to review the Trifold Summary and, if necessary, request further editing and formatting to the Contractor.
- u) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the comments provided by the Service under item t), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

### **3.1.3 Bear River MBR**

#### **Draft CCP and EA (public review document)**

- a) The Service will provide the necessary electronic files to prepare the Draft CCP/EA, as well as any sample documents that might help for and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Trifold Summary of the Final CCP to the Contractor.
- b) The Contractor will produce the Draft CCP/EA in InDesign, edit it and format it in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook, and maintain the Table of Contents.

- c) The Contractor will format the Draft CCP/EA as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- d) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA approximately 20 business days after receiving item a) from the Service.
- e) The Service will have up to 10 business days from the date of receipt of item d) to review the Draft CCP/EA and provide comments, and if necessary, request for further editing and formatting, to the Contractor.
- f) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the comments provided by the Service under item e), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA for printing.
- g) The Draft CCP/EA for public review is expected to be approximately 170-190 pages in length.

**Final CCP and FONSI (public document)**

- h) The Service will provide the necessary instructions and electronic files to prepare the Final CCP/FONSI, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final CCP/FONSI to the Contractor.
- i) The Contractor will edit, format, and lay out the Final CCP/FONSI (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook).
- j) The Contractor will produce the Final CCP/FONSI in InDesign, formatted as two-sided pages, with two columns.
- k) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft Final CCP/FONSI approximately 20 business days after receiving item h) from the Service.
- l) The Service will have up to 10 business days, from the date of receipt of item k), to review the Final CCP/FONSI and, if necessary, request further editing and formatting to the Contractor.
- m) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item l), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI for printing.
- n) The Final CCP/FONSI is expected to be approximately 120-150 pages in length.

**Trifold Summary (public document)**

- o) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.
- p) The Contractor will edit, format, and lay out the Trifold Summary of the Final CCP (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- q) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including color maps, photographs, and figures, following the samples provided by the Service.
- r) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving items o) from the Service.
- s) The Service will have up to 3 business days, from the date of receipt of item r), to review the Trifold Summary and, if necessary, request further editing and formatting to the Contractor.

- t) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item s), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

**Planning Updates (planning documents)**

- u) The Service will provide the necessary instructions and electronic files to prepare the Planning Updates # 1, # 2, and # 3, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Planning Updates to the Contractor.
- v) The Contractor will edit, format, and lay out the Planning Updates (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- w) The Planning Updates will be formatted and laid out as two-sided pages, with three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- x) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Planning Updates approximately 5 business days after receiving item u) from the Service.
- y) The Service will have up to 3 business days, from the date of receipt of item x), to perform a review of the Planning Updates and, if necessary, request further editing and formatting, to the Contractor.
- z) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item y), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Planning Updates ready for offset printing.

**3.1.4 National Bison Range**

- a) The Service and the Contractor will hold an coordination meeting (either face-to-face, videoconferencing or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.

**Draft CCP and EIS (public review document)**

- b) The Service will provide the necessary electronic files to prepare the Draft CCP/EIS, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after item a).
- c) The Contractor will produce the Draft CCP/EIS in InDesign, edit it and format it (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and maintain the Table of Contents.
- d) The Contractor will format the Draft CCP/EIS as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- e) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EIS approximately 20 business days after receiving item b) from the Service.
- f) The Service will have up to 10 business days, from the date of receipt of item e), to review the Draft CCP/EIS and if necessary, request further editing and formatting, to the Contractor.
- g) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by Service under item f), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EIS ready for printing.
- h) The Draft CCP/EIS for public review is expected to be approximately 220-250 pages in length.

**Final EIS (public review document)**

- i) The Service will provide the necessary instructions and electronic files to prepare the draft Final EIS, as well as any necessary sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the draft Final EIS to the Contractor.
- j) The Contractor will edit, format, lay out (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and produce the Final EIS in InDesign in two-sided pages with two columns.
- k) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the draft Final EIS approximately 20 business days after receiving item i) from the Service.
- l) The Service will have up to 10 business days, from the date of receipt of item k), to review the Final EIS and, if necessary, request further editing and formatting, to the Contractor.
- m) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item l), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final EIS ready for printing.
- n) The Final EIS for public review is expected to be approximately 130-160 pages in length.

**Final EIS (public document) – REVISED, IF NECESSARY – See Section 3.5**

- o) If the public comments received by the Service require modification of the Final EIS, the Service will provide the necessary instructions and electronic files to prepare a revised Final EIS, as well as any necessary sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the revised Final EIS to the Contractor.
- p) The Contractor will edit the revised Final EIS and ensure it is Section 508 compatible.
- q) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the revised Final EIS approximately 5 business days after receiving item o) from the Service.
- r) The Service will have up to 5 business days, from the date of receipt of item q), to review the revised Final EIS and, if appropriate and necessary, request further editing and formatting to the Contractor.
- s) The Contractor will have up to 2 business days to perform any necessary edits required by the Service under item r) and to provide the Service an updated hard copy (printed) and one CD with all appropriate digital files of the Final EIS ready for offset printing.
- t) A revised Final EIS for might be approximately 140-170 pages in length.

**Final CCP and ROD (public document)**

- u) The Service will provide the necessary instructions and electronic files to prepare the Final CCP/ROD, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the draft Final CCP/ROD to the Contractor.
- v) The Contractor will edit, format, and lay out the Final CCP/ROD (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook).
- w) The Final CCP/ROD will be produced in InDesign and formatted as two-sided pages, with two columns.
- x) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft Final CCP/ROD approximately 20 business days after receiving item u) from the Service.
- y) The Service will have up to 10 business days, from the date of receipt of item x), to perform a review of the Final CCP/ROD and, if necessary, request for further editing and formatting to the Contractor.

- z) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item y), to ensure Section 508 compliance, and provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/ROD for printing.
- aa) The Final CCP/ROD is expected to be approximately 120-150 pages in length.

**Trifold Summary (public document)**

- bb) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.
- cc) The Contractor will edit, format, and lay out the Trifold Summary (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- dd) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- ee) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving item bb) from the Service.
- ff) The Service will have up to 3 business days, from the date of receipt of item ee), to review the Trifold Summary and, if appropriate and necessary, request further editing and formatting to the Contractor.
- gg) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item ff), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

**Planning Updates (public documents)**

- hh) The Service will provide the necessary instructions and electronic files to prepare the Planning Updates # 2 and # 3, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Planning Updates to the Contractor.
- ii) The Contractor will edit, format, and lay out the Planning Updates (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- jj) The Planning Updates will be formatted and laid out as two-sided pages, with three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- kk) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Planning Updates approximately 5 business days after receiving item hh) from the Service.
- ll) The Service will have up to 3 business days, from the date of receipt of item kk), to review each Planning Update and, if appropriate and necessary, request further editing and formatting to the Contractor.
- mm) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item ll), and provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of each Planning Update ready for offset printing.

**3.1.5 Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs (Flathead and Lake Counties)**

- a) The Service and the Contractor will hold an coordination meeting (either face-to-face or via WebEx, or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.

**Draft CCP and EA (public review document)**

- b) The Service will provide the necessary electronic files to prepare the Draft CCP/EA, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after the coordination meeting.
- c) The Contractor will produce the Draft CCP/EA in InDesign, edited and formatted (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and maintain the Table of Contents.
- d) The Contractor will format the Draft CCP/EA as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- e) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA approximately 20 business days after receiving item b) from the Service.
- f) The Service will have up to 10 business days, from the date of receipt of item e), to review the Draft CCP/EA, and if necessary, request further editing and formatting to the Contractor.
- g) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item f), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA for printing.
- h) The Draft CCP/EA for public review is expected to be approximately 250-280 pages in length.

**Final CCP and FONSI (public document)**

- i) The Service will provide the necessary instructions and electronic files to prepare the Final CCP/FONSI, as well as any sample documents that might be of help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final CCP/FONSI to the Contractor.
- j) The Contractor will edit, format, and lay out the Final CCP/FONSI (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) in InDesign as two-sided pages, with two columns.
- k) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI approximately 20 business days after receiving item i) from the Service.
- l) The Service will have up to 10 business days, from the date of receipt of item k), to review the Final CCP/FONSI and, if necessary, request further editing and formatting to the Contractor.
- m) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item l), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI for printing.
- n) The Final CCP/FONSI is expected to be approximately 200-230 pages in length.

**Trifold Summary (public document)**

- o) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.
- p) The Contractor will edit, format, and lay out the Trifold Summary (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.

- q) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including color maps, photographs, and figures, following the samples provided by the Service.
- r) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving item o) from the Service.
- s) The Service will have up to 3 business days, from the date of receipt of item r), to review the Trifold Summary and, if necessary, request further editing and formatting, to the Contractor.
- t) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item s), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

#### **Planning Updates (public documents)**

- u) The Service will provide the necessary instructions and electronic files to prepare the Planning Updates # 2, and # 3, as well as any sample documents that might be of help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Planning Updates to the Contractor.
- v) The Contractor will edit, format, and lay out the Planning Updates (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- w) The Planning Updates will be formatted and laid out as two-sided pages, with three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- x) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Planning Updates approximately 5 business days after receiving item u) from the Service.
- y) The Service will have up to 3 business days, from the date of receipt of item x), to review the Planning Updates and, if necessary request further editing and formatting to the Contractor.
- z) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item y), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Planning Updates ready for offset printing.

### **3.2 Print Ready**

The Contractor should consider the following as a standard for a camera-ready document. Documents shall be formatted to Service graphics standards, as two-sided page with one to three columns for each page. All maps will be formatted in color. Graphics shall be formatted to CMYK color or grayscale, as specified in the task order, of a quality at least 300 dpi for offset printing.

### **3.3 Service Review**

The Contractor should consider the following as a standard whenever a review by the Service is required. To facilitate review, the Contractor will provide documents to the Service in electronic format. The Service will generally have up to fifteen (10) business days from receipt to complete review. Comments will typically be consolidated by the Service and provided directly to the Contractor.

### **3.4 Administrative Record**

The Service is often required to maintain an administrative record throughout its planning processes. Upon completion of task orders, the Contractor may be required to provide the Service with a copy of any public records in the Contractor's possession. Certain documents may be excluded due to proprietary or attorney-client privilege. However, the Contractor should be aware of this requirement from the start of any project and manage records accordingly.

### **3.5 NEPA Documents**

The analysis of consequences or the public comments may require the Service to modify, refurbish, or expand the size and scope of the EIS. Substantive comments received during the public review of the Final EIS might prompt changes to the ROD. Therefore, this scope of work in no way presumes or predicts the final outcome of any NEPA process, nor the exact number of volumes of the deliverables.

### **3.6 Government Furnished Data and Information**

Existing files, templates, literature, and refuge data and information within refuge files and easily attainable will be made available to the Contractor if found of value to the Contractor.

### **3.8 Information Security**

The Contractor is responsible for maintaining adequate electronic security and backup of all Service projects:

- i. The Contractor may not share any Service files or information without the Service's advanced permission;
- ii. The Contractor must maintain confidentiality of all personal information provided by the Service; and,
- iii. The Contractor must maintain a copy of all Service files for each deliverable for the duration of this contract (plus one calendar year).

### **3.9 Contractor Travel**

When necessary, the Contractor is responsible for all travel costs and will utilize the Federal Travel Regulations for applicable lodging and per-diem rates. Task orders will specifically identify any requirements for official travel.

### **3.10 Performance Evaluation**

At the completion of the task order, the Government will work with the Contractor to complete a performance evaluation of the deliverables. This evaluation will be a two-way communication tool designed to improve performance over the duration of this contract. Factors of evaluation will include, but will not be limited to, quality, timeliness, customer service and satisfaction, and cost.

### **3.11 Urgent Requirements**

Occasionally the Service might have urgent requirements. Such requirements will be identified in the task order. Urgent requirements may impact delivery dates of existing orders. Under such circumstances the Service and Contractor will agree in advance to the priority of each order.

### **3.12 Existing Outlines and Templates**

The Service has developed sample outlines and InDesign templates for many of these types of documents. The Service currently has templates for CCPs, trifold summaries, planning updates and bindings and covers. All existing templates will be provided to the Contractor for their use on Service projects.

## **4.0 PERIOD OF PERFORMANCE**

The start date for this Task Order shall be October 1, 2017 and all work shall be completed by September 30, 2020. This contract may be extended for up to an additional two years or September 30, 2022.

## **5.0 DELIVERABLES**

### **5.1 All deliverables will follow the general tasks above.**



## 5.2 General Specifications (internal review documents)

- A. The Contractor will provide electronic files of all documents as a CD with all native files for the project (all components and final product) in PC-compatible format/file extensions (and as a high resolution PDF).
- B. The Contractor shall provide one sample hard copy and one CD with digital files (native files including Word or InDesign files and one Adobe .pdf) of all documents.
- C. The Contractor is required to maintain an electronic copy of all documents and templates for the duration of this contract.
- D. Documents shall include front and back covers designed by the Contractor with materials (including Service templates and photographs) supplied by the Service.
- E. Documents shall be prepared in black and white or color copying (as appropriate) including front and back cover, text, maps, and photos as specified in the task order. All maps shall be prepared for color copying.

## 5.3 General Specifications (print documents)

- A. The Contractor will provide electronic files of all documents as a CD with all native files for the project (all components and final product) in PC-compatible format/file extensions (and as a high resolution PDF).
- B. The Contractor shall provide one sample hard copy and one CD with digital files (native files including Word and InDesign files and one Adobe .pdf) of all documents.
- C. The Contractor is required to maintain an electronic copy of all documents and templates for the duration of this contract.
- D. Documents shall include front and back covers designed by the Contractor with materials (including Service templates and photographs) supplied by the Service.
- E. Documents shall be prepared for copying, with all maps, photos, and color graphics prepared in RGB color (including the front and back covers, appendixes, trifold summary, and planning updates).

## 5.3 Approximate Schedule of Deliverables

			<u>Delivered to Service</u>
3.1.1	Bear River MBR HMP		December 2017
3.1.2	Charles M. Russell WMD, and Grass Lake, Hailstone, War Horse NWRs final CCP		December 2018
3.1.3	Bear River MBR Final CCP		June 2020
3.1.1	National Bison Range Final CCP		April 2020
3.1.5	Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs final CCP		April 2020

## DESIGNATED OFFICIALS

A Contracting Officer's Technical Representative (COTR) will be identified for this task order.

**From:** [Johnson, Dawn](#)  
**To:** [Garza, Bernardo](#); [Eaton, Angela](#); [Morehouse, Kari](#)  
**Subject:** Technical Editing Kickoff Call  
**Start:** Thursday, October 5, 2017 1:30:00 PM  
**End:** Thursday, October 5, 2017 3:00:00 PM  
**Location:** Conference call  
**Attachments:** [AmecFW Proposal - USEWS Tech Writing 9-9-2017 Final.pdf](#)  
[Writing\\_Editing\\_SOW\(1\).pdf](#)

---

Teleconference # (b) (5)  
Passcode # (b) (5)

Agenda:

1. Introductions
2. Review SOW
3. Discuss priorities and schedule

This message is the property of Amec Foster Wheeler plc and/or its subsidiaries and/or affiliates and is intended only for the named recipient(s). Its contents (including any attachments) may be confidential, legally privileged or otherwise protected from disclosure by law. Unauthorised use, copying, distribution or disclosure of any of it may be unlawful and is strictly prohibited. We assume no responsibility to persons other than the intended named recipient(s) and do not accept liability for any errors or omissions which are a result of email transmission. If you have received this message in error, please notify us immediately by reply email to the sender and confirm that the original message and any attachments and copies have been destroyed and deleted from your system. If you do not wish to receive future unsolicited commercial electronic messages from us, please forward this email to: unsubscribe <rtfimage://> @ <rtfimage://> amecfw. <rtfimage://> com and include "Unsubscribe" in the subject line. If applicable, you will continue to receive invoices, project communications and similar factual, non-commercial electronic communications.

Please click <http://amecfw.com/email-disclaimer> <<http://amecfw.com/email-disclaimer>> for notices and company information in relation to emails originating in the UK, Italy or France.



# **Proposal for: Writing, Editing, Formatting, and Section 508 Compliance for Various Units of the National Wildlife Refuge System, Region 6**

**US Fish & Wildlife Service**

---

To: Ms. Terri Ferguson  
US Fish & Wildlife Service

Re: Request for Proposal

Date: September 11, 2017

From: Dawn L. Johnson, PhD  
Amec Foster Wheeler Environment & Infrastructure, Inc.

---

# 1.0 Project Approach

Amec Foster Wheeler Environment & Infrastructure, Inc. (Amec Foster Wheeler) proposes to provide support for various National Wildlife Refuge (NWR) units of the US Fish & Wildlife Service (Service or USFWS), Region 6 Division of People, Policy and Planning, Branch of Planning with technical writing, high-quality editorial support, formatting/graphic design and ensuring compliance with Section 508 of the Rehabilitation Act (Section 508) for a Habitat Management Plan (HMP), draft and final Comprehensive Conservation Plans (CCPs) and National Environmental Policy Act (NEPA)-compliant documents (internal and public Environmental Assessments [EAs], Findings of No Significant Impact [FONSI], Environmental Impact Statements [EISs], Records of Decision [ROD]), trifold summaries, and planning updates.

Amec Foster Wheeler will provide services as described in the Statement of Work (SOW), dated August 2017, with a summary of activities and the deliverables by task described below. The project team will be led by a Senior Biologist and Impact Assessment Specialist as Project Manager (PM) with extensive background in writing and editing complex natural resources planning documents and associated NEPA-compliant documents, including production of public versions. The Amec Foster Wheeler PM will work closely with an experienced Word Processor with extensive document production experience of NEPA-compliant documents and a technical editor providing Section 508 compliance support and quality assurance (QA) review. In addition to these core personnel, the team includes additional technical reviewers, technical editors, graphic designers, natural resources specialists, and NEPA specialists to complete the tasks required (for more details see Section 2.0, *Qualifications*).

## Tasks and Deliverables

The following list summarizes the general activities for each of the five tasks as identified in Table 1. Each task involves producing one more documents and their associated NEPA-compliant analysis. The following list describes key elements to complete the deliverables required by the SOW. All deliverables for each task will be completed as specified in the SOW.

- 1) Complete technical and editorial review of all appropriate draft documents (i.e., HMP, CCP, EIS, EA, ROD, FONSI, all appendices, glossary, table of contents, summary, abbreviations, covers, figures) and meet with the Service's planning team leader, via video or teleconference, to discuss and agree on editorial requirements, questions, and recommendations. Amec Foster Wheeler will edit and format all deliverables in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook and will maintain the Table of Contents. This includes ensuring disability access to published documents via Section 508 compliance.
- 2) Perform editing, formatting, and layout, and provide one hard copy sample and one CD with digital files of all appropriate draft documents (i.e., HMP, CCP, EIS, EA, ROD, FONSI, all appendices, glossary, table of contents, summary, abbreviations, covers, figures) for internal review by the Service.
- 3) Receive photographs and other images from the Service and perform all necessary editing (e.g., cropping) and layout so the images can be incorporated, as appropriate, into documents. Perform necessary image labeling and crediting.

4) Incorporate review comments (either internal [Service] or public) and provide one sample hard copy and one camera-ready digital copy (on CD) of the documents (e.g., Draft HMP, CCP/EA/EIS) for printing and subsequent public review. All published deliverables (draft documents for public review and final plans, Trifold Summaries, Planning Updates) will be produced in InDesign and submitted to Government Publishing Office (GPO) for local copying and/or offset printing.

5) Documents shall be formatted to Service graphics standards (e.g., as two-sided page with one to three columns for each page). All maps will be formatted in color. Graphics shall be formatted to CMYK color or grayscale, as specified in the task order, of a quality at least 300 dpi for offset printing. Section 508 compliance will be completed prior to delivering documents for publication. Section 508 compliance will ensure accessibility of any publicly-available documents for people with disabilities. This compliance takes several forms depending on the type of document and production method.

6) The Service has developed sample outlines and InDesign templates for many of these types of documents. The Service currently has templates for CCPs, trifold summaries, planning updates and bindings and covers. All existing templates will be provided to Amec Foster Wheeler for their use on Service projects. The Service will provide the necessary electronic files to prepare each document, as well as any sample documents that might help and provide direction to the Contractor.

7) Amec Foster Wheeler will provide one hard copy (printed) and one CD with all appropriate digital files for each deliverable, approximately 15-20 business days (as specified in SOW) after receiving files from the Service. The Service will have 3-10 business days (as specified in SOW) to review and request revisions. If revisions are requested, Amec Foster Wheeler will have 2-10 business days (as specified in SOW) to complete them.

8) Amec Foster Wheeler will facilitate a coordination meeting with the Service using virtual means (i.e., conference call, videoconference, etc.) to review current document status, mutual expectations, and discuss any lingering questions regarding the deliverables for each separate task. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after the organizational meeting.

9) Amec Foster Wheeler will provide documents related to public comments in a form appropriate for the Administrative Record maintained by the Service.

The following table summarizes the deliverables for each task, proposed schedule, along with the completion date identified in the SOW. Due to the number of technical writers, technical editors, and graphic designers available at Amec Foster Wheeler, our team will be able to meet the short turnaround times specified in the SOW.

**Table 1. Summary by Task of Deliverables and Estimated Completion Dates**

Task Number: Location(s)	Deliverables	Length and Versions	Completion Date
Task 1: Bear River MBR HMP and EA	Draft HMP and EA	80-100 pages; public only	10/2017
	Final HMP	80-100 pages; internal and public	12/2017
Task 2: Russell WMD and Grass Lake, Hailstone, Lake Mason, and War Horse NWRs	Draft CCP and EA	150-180 pages; internal and public (not identified as a deliverable in Section 1.2, but listed in Section 3.1.2)	6/2018
	Final CCP and FONSI	120-150 pages; internal and public	12/2018
	Trifold Summary	public only	12/2018
Task 3: Bear River MBR	Draft CCP and EA	170-190 pages; public only	1/2020
	Final CCP and FONSI	120-150 pages; internal and public	6/2020
	Trifold Summary	public	6/2020
	Planning Updates 1, 2, 3	public	6/2020
Task 4: National Bison Range	Draft CCP and EIS	220-250 pages; public only	7/2019
	Final EIS	130-160 pages; internal and public	11/2019
	Final EIS REVISED - Optional	140-170 pages	1/2020
	Final CCP and ROD	120-150 pages; internal and public	4/2020
	Trifold Summary	public	4/2020
	Planning Updates 2, 3	public	4/2020
Task 5: Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs	Draft CCP and EA	250-280 pages; public	8/2019
	Final CCP and FONSI	200-230 pages; internal and public	4/2020
	Trifold Summary	public	4/2020
	Planning Updates 2, 3	public	4/2020

## Work Flow

Figure 1 illustrates the workflow and planning process that will be implemented when a document is provided by the Service to Amec Foster Wheeler for review and editing. Based on discussions with the USFWS PM and Task Managers, the Amec Foster Wheeler PM will route the document for technical review by NEPA, natural resources, or cultural resources specialists, as appropriate. Once that review process is complete, or if it is not required, the document will be provided to a technical editor who will complete all necessary formatting, technical editing, and document management components. For documents that require USFWS internal review, this version will be provided to the Service. Once internal review is complete or if that is not required, the Compliance/ QA Editor will review the document and then provide the file to the assigned graphic designer for conversion to InDesign format. The Compliance/ QA Editor or other designated technical editor will review one final time prior to publication and delivery to the Service.

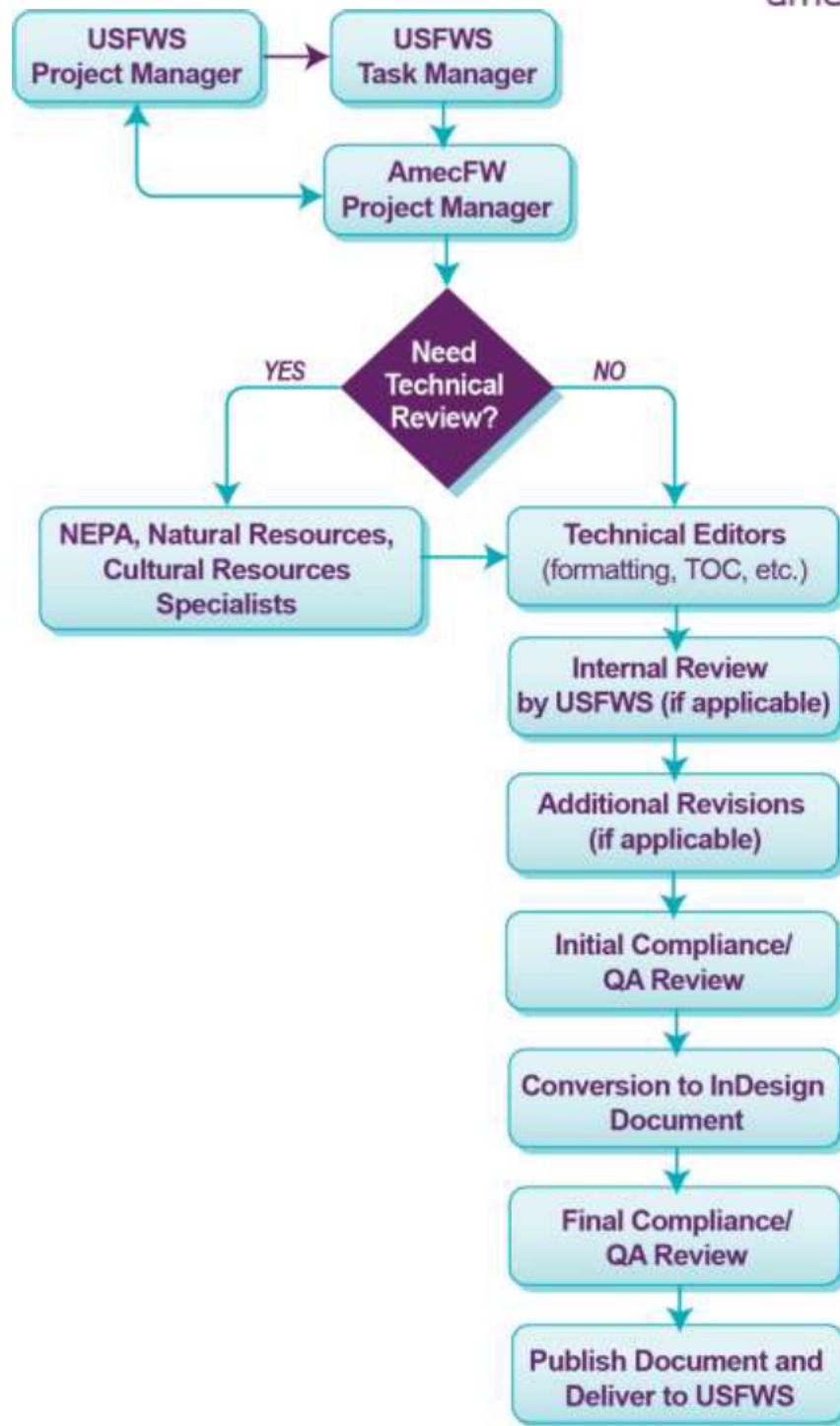


Figure 1. Diagram of Workflow for Document Production.



## 2.0 Qualifications

The proposed project team consists of a Project Manager (PM), Compliance/QA Editor, Lead Technical Editor, Lead Graphic Designer, Lead NEPA Specialist, and many supporting staff in the roles of design specialists, formatting specialists, NEPA specialists, natural resources specialists, and natural resources planners. Dr. Johnson and Dr. Eaton have worked together previously on Integrated Natural Resources Management Plans (INRMPs), which are very similar to CCPs in content, scale and scope. During that collaboration, Dr. Eaton provided technical editing services to Dr. Johnson to complete four INRMPs and associated programmatic EAs.

**Dawn Johnson, PhD**, will serve as PM and Lead Natural Resources Planner coordinating between FWS contacts and the various specialists. She will ensure the entire project maintains schedule and coordinate among the staff to produce the document needed by the Service for each task. She routinely serves as a PM for the development or updating of complex natural resources plans, working with natural resources, cultural resources, and NEPA specialists to complete writing as well as with technical editors and graphic designers for formatting and preparation for publication. In addition, she will be supported by more than five natural resources planners (i.e., biologists whose expertise is the development and implementation of natural resources management plans). She has completed the Records Awareness and 508 Training module in DOI Learn.

**Angela Eaton, PhD**, will serve as Compliance/QA Editor with a focus on ensuring every document meets Section 508 compliance requirements, fits the style guide, and follows plain language standards, as well as the other formatting and graphics requirements identified in the SOW and defined in USFWS policies. She is co-author of the leading textbook on technical editing and has been providing technical editing and technical writing services since 1995. An Associate Professor at Texas Tech, she has taught ten sections of graduate Technical Editing and 7 sections of undergraduate Technical and Professional Editing. She has also researched the process of editing and published her findings in peer-reviewed journals. She edited an extensive project for the Texas National Guard, editing cultural resources reports, wildland fire management, and natural and cultural resources management plans for five bases.

**Janice Depew** will serve as the Lead Technical Editor, supported by more than 10 technical editors. She has more than 20 years of experience preparing NEPA-compliant documents for publication for federal clients and working with technical specialists during editing and finalization.

**Lana Cary** will serve as our Lead Graphic Designer and InDesign specialist, supported by more than 10 graphic designers with InDesign expertise. She has more than 17 years of experience working with technical staff to produce complex scientific documents for publication, including NEPA-compliant documents for federal clients.

**Doug McFarling** will serve as the Lead NEPA Specialist, supported by more than 20 resource specialists, scientists, and NEPA analysts. He will ensure that all NEPA requirements are met for any documents including NEPA analysis. He has more than 25 years of experience with Amec Foster Wheeler, and has overseen the preparation of hundreds of complex EAs and EISs throughout the US for a variety of federal clients.



**Table 2. Summary of Key Personnel**

Name & Project Role	Relevant Experience
<p>Dawn L. Johnson Project Manager Amec Foster Wheeler</p> <p>PhD, Zoology BS, Zoology</p>	<ul style="list-style-type: none"> <li>▶ 23 years of experience as a biologist (ecology and evolution) and natural resources planner</li> <li>▶ 16 years of experience writing and editing various management plans to support natural resources management, including completing EAs and other NEPA-compliant analyses</li> <li>▶ 16 years working with technical editors and graphic designers to produce public documents</li> <li>▶ Recently completed a Section 508 compliance training, presented by US Department of the Interior</li> </ul>
<p>Angela Eaton Compliance/QA Editor Texas Tech University</p> <p>PhD, Technical Communication and Rhetoric MS, Technical Communication BA, English and Economics</p>	<ul style="list-style-type: none"> <li>▶ 30 years of experience as a technical editor, with expertise in scientific technical editing</li> <li>▶ Co-author of <i>Technical Editing, 5th Edition</i> and teaches technical editing, including Section 508 compliance</li> <li>▶ Routinely provides QA and technical editing services for complex scientific documents, including natural resources management plans</li> </ul>
<p>Janice Depew Lead Technical Editor Amec Foster Wheeler</p> <p>MBA, Business Management BA, Art</p>	<ul style="list-style-type: none"> <li>▶ 25 years of experience as a technical editor and in document production</li> <li>▶ Extensive experience preparing complex regulatory and permitting documents, scientific documents/reports, EAs and EIS for both private and government clients</li> </ul>
<p>Lana Cary Lead Graphic Designer Amec Foster Wheeler</p> <p>BFA, Graphic Design</p>	<ul style="list-style-type: none"> <li>▶ 17 years of experience as a graphic designer and in desktop publishing</li> <li>▶ Experience is primarily with engineering and scientific technical documents and routinely works with interdisciplinary teams to publish documents</li> </ul>
<p>Doug McFarling Lead NEPA Specialist Amec Foster Wheeler</p> <p>BA, Environmental Studies</p>	<ul style="list-style-type: none"> <li>▶ 27 years of experience as a NEPA specialist and environmental planner</li> <li>▶ Routinely oversees or provides QA review of complex, programmatic EAs as well as EISs</li> </ul>

In addition to the expertise and experience described above and on their resumes for the key personnel, the following projects represent our experience as a company with similar services.

**Table 3. Summary of Corporate Experience Relevant to the SOW.**

Project Name	Relevance
<p>Supplemental EIS and Resource Management Plan Amendment, Silver State Solar South Project Clark County, Nevada</p> <p>Bureau of Land Management, Las Vegas Field Office</p>	<ul style="list-style-type: none"> <li>▶ Provided support for an EIS and modifications to the Resource Management Plan</li> <li>▶ Experience complying with DOI formatting and publication requirements for natural resources plans and EIS documents</li> </ul>
<p>EA for Development of Waterfowl Hunting Management Plan at Gulf Islands National Seashore Florida</p> <p>National Park Service</p>	<ul style="list-style-type: none"> <li>▶ Developed a Biological Assessment and EA as part of a Waterfowl Hunting Management Plan (WHMP) for two areas within the Gulf Islands National Seashore (GUIS),</li> <li>▶ Assisted with a public scoping meeting during alternatives scoping and an informational meeting after the draft EA had been developed</li> <li>▶ Entered and retrieved documents and public comments from NPS's Planning, Environment and Public Comment information system and developed a public comment analysis report</li> </ul>
<p>Westecunk Barrier Removal &amp; EA, EB Forsythe NWR New Jersey</p> <p>USFWS</p>	<ul style="list-style-type: none"> <li>▶ Prepared a detailed EA pursuant to NEPA, CEQ and DOI regulations, and provided support at a public meeting on the project</li> <li>▶ Developed comprehensive field study plan to facilitate barrier removals and ecological restoration</li> <li>▶ Completed ground and bathymetric surveys, an alternatives analysis for barrier removal, a hydrologic and hydraulic study, wetland delineations, and other biological surveys.</li> <li>▶ Completed a similar project for another NWR in New Jersey.</li> </ul>
<p>INRMP for Mountain Warfare Training Center (MWTC) Bridgeport California</p> <p>US Marine Corps</p>	<ul style="list-style-type: none"> <li>▶ Developed a new INRMP for the MWTC in the mountains of California. Most of the land is US Forest Service (USFS) land and must be compatible with the Forest Plan and USFS regulations and permit requirements.</li> <li>▶ Completed a programmatic EA analysing the implementation of the INRMP.</li> <li>▶ Published both the INRMP and EA for public and agency review. Compiled public and agency comments, maintained comment response matrix and produced final versions of INRMP and EA.</li> </ul>
<p>Biological Assessment (BA) and three Exotic Species Management Plans/EAs Big Bend National Park, Texas</p> <p>National Park Service</p>	<ul style="list-style-type: none"> <li>▶ Completed a programmatic BA for an Exotic Plant Management Plan/EA, Exotic Animal Management Plan/EA, and Trespass Livestock Management Plan/EA.</li> <li>▶ In process of producing public versions of all three plans/EAs. Managing comment response matrices.</li> </ul>

**Table 3. Summary of Corporate Experience Relevant to the SOW.**

Project Name	Relevance
<p>Aquatic Invasive Species Report for the Colorado River Parks Program Western US</p> <p>National Park Service</p>	<ul style="list-style-type: none"> <li>▶ Coordinated with regional headquarters of NPS and 11 parks to compile existing information on aquatic invasive species and relevant federal, state and park policies and regulations</li> <li>▶ Compiled document summarizing information, facilitated meetings, and managed comment response matrices through multiple revisions.</li> <li>▶ Produced document in compliance with NPS and DOI formatting, layout, and graphics standards.</li> </ul>
<p>INRMP Development at Jefferson Range Ripley County, Indiana</p> <p>Air National Guard</p>	<ul style="list-style-type: none"> <li>▶ Prepared a new INRMP and associated NEPA analysis for Jefferson Range, which is surrounded by Big Oaks NWR. The INRMP was tightly coordinated with the CCP and the refuge manager.</li> <li>▶ The CCP and INRMP were similar in content and objectives, with some differences related to agency missions. The Air National Guard and the Service share some staff and equipment resources related to natural resources management, especially for wildland fire.</li> </ul>

## 3.0 Assumptions

The following assumptions apply to this technical proposal and associated price proposal.

- ▶ There are no in-person meetings, in order to minimize costs. All meetings will be virtual (i.e., conference call, video call, webinar).
- ▶ The Service will provide all initial writing for the documents. The Amec Foster Wheeler team will not be writing any resource analyses, reports, etc.; our team will be only reviewing/ revising/ editing material provided.
- ▶ The Service will provide all maps, photos, and other graphics needed for each document; no new illustrative figures will be developed by Amec Foster Wheeler.
- ▶ Amec Foster Wheeler will provide all equipment and software necessary to perform the services required.
- ▶ Planning updates are assumed to be ten (10) pages or less. Trifold summaries are two (2) pages (six [6] columnar pages) plus two (2) columnar cover pages.
- ▶ Any revisions resulting from public comments will not add more than ten (10) pages to a particular deliverable.
- ▶ The Service will compile all internal review comments into one comment response matrix (CRM) for each internal review. Amec Foster Wheeler will compile public review comments into one CRM per public comment period. There will be no more than one (1) round of internal review by the Service (based on the SOW) prior to each public document produced. Amec Foster Wheeler will manage each internal and public CRM once compiled.

# Dawn L. Johnson, PhD

## Project Manager

---



### Professional summary

Dawn Johnson has more than 22 years of experience and education in ecology, animal behavior, and natural resources management, as an academic, a government employee, and a consultant. She provides technical assistance in analyzing environmental impacts, complying with governmental regulations, and resolving conflicts involving biological resources, with emphasis on federal natural resources management, watershed analysis, aquatic habitat mitigation and restoration, and aquatic research and management. While serving as natural resources manager for the Texas Army National Guard (TXARNG), Dr. Johnson oversaw all aspects of natural resources management and associated planning on approximately 38,000 acres across the state of Texas with a variety of acreage, habitats, uses and management needs. Dr. Johnson also participated in agency planning for facilities and military training and provided input about reducing impacts to natural resources. Dr. Johnson also has extensive experience in freshwater fish and stream research, stream ecology and riparian area management and conservation, particularly in semi-arid ecosystems.

Dr. Johnson has experience compiling, developing, updating, and revision a wide range of natural resources planning documents for federal clients (more than 30 INRMPs alone, plus more than 15 other plans). This includes developing and completing programmatic EAs to support implementation of natural resources plans. This is a core capability and one of the main lines of work she provides to federal clients across the US.

### Representative projects

#### INRMP Update for Camp Grayling, MI. Ongoing

Dr. Johnson is Technical Lead for updating the INRMP for Camp Grayling for the Michigan Army National Guard. The project involves assisting Camp Grayling staff to complete the 5-year review for operation and effect and soliciting input from agencies. The update will include formatting following current US Army, National Guard Bureau and DoD guidance, as well as incorporating new survey data. The update will also include a thorough summary of all existing natural resources surveys and MIARNG management undertaken and updating the planned projects.

#### Preparation of Integrated Natural Resources Management Plan (INRMP) for MWTC Bridgeport (CA). Ongoing

Dr. Johnson is Senior Biologist for the development of an INRMP for Mountain Warfare Training Center Bridgeport in California for the Marine Corps. In addition to the INRMP, Dr. Johnson is also ensuring a programmatic EA is completed that analyses MWTC INRMP implementation. Both the INRMP and EA were published and provided for public comment. Project activities included assembling natural resources data, facilitating cooperating partners meeting and input, assembling INRMP, documenting and developing projects and incorporating any other information as needed, and facilitating the review process for the INRMP.

#### Aquatic Invasive Species Report for the Colorado River Parks Program for National Park Service, Western US. 2016

Dr. Johnson is Project Manager and Senior Biologist for compiling the Aquatic Invasive Species Report for 11 parks in the Colorado River Parks Program. This project involves coordinating with regional headquarters and each of the 11 parks to compile existing information on aquatic invasive species and relevant federal, state and park policies and regulations. Project activities include developing the report, facilitating meetings, leading webinar, compiling all data and managing the document through reviews until completion. The report was compliant with National Park Service and Department of Interior formatting, layout, and graphics standards.

### Education

Ph.D. in Zoology, University of Texas at Austin, 2001

B.S. in Zoology, University of Washington, Seattle, 1994

### Professional certifications

Certified Senior Ecologist, Ecological Society of America

### Relevant Training

Records Awareness and 508 Training on DOI Learn



#### Technical Reference on Selecting Species for Landscape Conservation, USFWS. 2015

Dr. Johnson is Project Manager and primary author for a Technical Reference Document summarizing surrogate species and their appropriate use in landscape-scale conservation. This document will serve as an internal tool for the USFWS, as well as a tool for use by partners and non-profit organizations. The document will summarize surrogate species, how to select them, and appropriate monitoring and adaptive management. Project activities include completing a literature review, developing the document, facilitating meetings, and managing the document through reviews until completion.

#### Biological Assessment (BA) and EAs for Exotic Species Management Plans for Big Bend National Park, TX. Ongoing

Dr. Johnson is Project Manager and Senior Biologist for a BA analysing the impacts from three exotic species management plans (Exotic Plant Management Plan, Exotic Animal Management Plan, and Trespass Livestock Management Plan) on several federally listed species for Big Bend NP in west Texas. This project also involves updating each of the plans and their associated EA after the BA is complete. Project activities include developing the BA, coordinating with USFWS, facilitating meetings, updating the three plans and their EAs, and maintaining the PEPC files.

#### Biological Assessment for American Burying Beetle and Update of Integrated Natural Resources Management Plan (INRMP), Camp Gruber, OKARNG, OK. Ongoing

Dr. Johnson is Senior Biologist for the update to an existing INRMP for the Oklahoma Army National Guard, a project begun in 2011 but not completed by the OKARNG. The project also includes updating a previous Biological Assessment for the endangered American burying beetle at Camp Gruber and facilitating formal consultation with the U.S. Fish and Wildlife Service. Project activities involve editing INRMP to meet current requirements and assisting with project development. It will also incorporate any requirements from the consultation with USFWS regarding the American burying beetle.

#### Biological Resources for Four Programmatic EISs for FirstNet, First Responders Network Authority. 2016

Dr. Johnson was the technical lead for coordinating the writing and compilation of biological resources for all 48 continental states for four regional, programmatic Environmental Impact Statements (EISs). These EISs will be used for tiering during development of a national first responders communication network, referred to as FirstNet. Project activities involved coordinating a team of writers to compile state-wide summaries of ecoregions, vegetation, invasive plants, fish and wildlife, marine mammals (where relevant), and species summaries for all federally threatened and endangered species for each state.

#### Invasive Plant Survey at Buckley Air Force Base (CO). 2015

Dr. Johnson was Project Manager for an invasive plant survey for the US Fish & Wildlife Service for Buckley Air Force Base (AFB), near Denver, Colorado. The survey included field groundtruthing of invasive plants, documenting their current status, and creating GIS data (compatible with GeoBase). In addition, an Invasive Plant Species Control Plan was developed that prioritizes species for control, analyzes past treatment effects, and provides management recommendations to improve efficacy of control. Project activities included project management, coordinating the field and GIS technicians, developing data sheets, reviewing field data, reviewing final GIS deliverables (compatible with GeoBase), and developing the final Invasive Plant Species Control Plan.

#### Preparation of Integrated Natural Resources Management Plans (INRMP) at Alpena CRTC (MI), Bangor ANGB (ME), Burlington IAP (VT), Mansfield ANGS and Camp Perry ANGS (OH). 2013

Dr. Johnson was Senior Biologist and Project Manager for the development of four new INRMPs and associated Environmental Assessments (EAs) for Alpena Combat Readiness Training Center in Michigan, Bangor Air National Guard Base in Maine, Burlington International Airport in Vermont, and Mansfield and Camp Perry Air National Guard Stations in Ohio for the Air National Guard. Project activities included assembling natural resources data, facilitating cooperating partners meeting and input, assembling INRMP, documenting and developing projects and incorporating any other information as needed, and facilitating the review process for all INRMPs.

#### Update and Preparation of Integrated Natural Resources Management Plans (INRMP) at Smoky Hill ANGR (KS), Jefferson Range (IN) and Channel Islands ANGS (CA). 2013

Dr. Johnson was Senior Biologist and Technical Project Manager for the update to an existing INRMP for Smoky Hill Air National Guard Range in Kansas, and the preparation of new INRMPS and associated EAs for Jefferson Range in Indiana and Channel Islands Air National Guard Station in California for the Air National Guard. Project activities included updating format, assembling/updating natural resources data, assemble regional data, updating projects and incorporating any other changes as needed, and facilitating the review process for all INRMPs.



# Janice Depew, M.B.A.

Word Processor/Document Specialist/Publications

## Professional summary

Ms. Depew has more than 25 years of document preparation and management expertise with over 30 years of general office experience. Her expert technical skills include Microsoft Word, Excel, Microsoft Project, Adobe Photoshop, and Adobe Acrobat, among other DOS, Windows and Macintosh programs. Ms. Depew has extensive experience preparing complex regulatory and permitting documents, technical reports, and other scientific documents for both private clients and government agencies. Her background includes work on documents such as environmental information documents, environmental impact reports, environmental assessments, environmental impact statements, biological assessments and evaluations, jurisdictional delineations, archaeological studies, geotechnical and water resources reports, newsletters, marketing and award submittals, and presentations. In addition, Ms. Depew creates styles and templates, and maintaining formats for various reports according to client specifications.

Ms. Depew's expertise in Microsoft Word facilitates the final production of documents, which includes compiling data, typing, formatting and editing text and tables, creating and checking acronyms used in document, and generating table of contents, tables, figures and indexes. These files are compiled into PDF files for both printing and use on Websites. Production projects include, but are not limited to: Environmental Assessment (EA) Reports for the National Guard Bureau and U.S. Navy; Environmental Baseline Surveys (EBSs) for the National Guard Bureau; and Environmental Baseline Reviews (EBRs) for the National Guard Bureau, Environmental Impact Statements (EISs); and, Environmental Impact Reports (EIRs) for numerous local governments.

## Representative projects

### Peery Park Specific Plan Master EIR, City of Sunnyvale, CA

2014 to date. AMEC is currently preparing environmental constraints analysis to help guide development of the Specific Plan. The Draft PPSP and EIR are being prepared concurrently, with the Draft EIR released in late 2015.

### Santa Barbara County Winery and Special Events Ordinance Program EIR, Santa Barbara County, CA. 2015 to date

The Draft EIR was released for public comment in June 2015.

### Cate School Proposed Enrollment Expansion and Amendment to the Campus Development Master Plan, Santa Barbara County, CA

2015 to date. A Focused EIR evaluating impacts associated with amendments to the Master Plan of Cate School, and exclusive and historic boarding secondary school in the Carpinteria Valley foothills of Santa Barbara County was prepared. The Draft EIR was submitted in August 2015.

### Village Specific Plan Supplemental Program EIR, City of Oxnard, CA

2013-2015. The SEIR analyzes impacts associated with redesign of the Tract Map to subdivide portions of the 64-acre site into mixed-use, transit-oriented development that addresses existing and anticipated future residential and commercial needs of the City of Oxnard in the North Oxnard Transit Enhancement District (NOTED) Urban Village area as defined adopted Village Specific Plan and Oxnard 2030 General Plan. The Project was heard by City Council in June 2015.

### Carmel Canine Sports Center Project EIR, Carmel Valley, Monterey County, CA. 2014 to present

The Draft EIR is currently under public review.

## Education

M.B.A., Business Management, Golden Gate University, San Francisco, CA, 1990

B.A., Art, California State University at Northridge, Northridge, CA, 1974

Shell Guadalupe Dunes Gravel Remediation In-Lieu Project Supplemental Environmental Impact Report, County of Santa Barbara, Guadalupe, CA. 2014

Goleta Beach County Park Managed Retreat Project 2.0 EIR, County of Santa Barbara, Goleta, CA  
Final documents completed in March 2014.

5th and Colorado Hotel Projects EIR, City of Santa Monica, CA  
Final documents completed in May 2013.

Plan Santa Barbara General Plan Update, Program EIR; City of Santa Barbara, Santa Barbara, CA  
Final documents completed in December 2010.

Garden Street Terraces Mixed Use Development EIR, City of San Luis Obispo, San Luis Obispo, CA  
Final documents completed in December 2009.

Chinatown Mixed Use Development Project EIR, City of San Luis Obispo, San Luis Obispo, CA  
Final documents completed in Jan 2008.

Prefumo Creek Regional Shopping Center EIR, City of San Luis Obispo, San Luis Obispo, CA  
Final documents completed in July 2009.

PRC 421 Surf Zone Oil Lease Reactivation EIR, California State Lands Commission, Goleta, CA  
After Final documents completed in April 2009, project was reactivated in 2013 with updated changes and is continuing at this time.

EIR for Copelands Project, City of San Luis Obispo, CA  
Final documents completed in July 2002. This document received the Association of Environmental Professionals Outstanding Environmental Document Award in 2003.

EIR for Ventura Community Park, City of San Buenaventura, CA  
Final documents completed in August 2000. In 2001, this document received an American Planning Association Central Coast Section Award.

EIS for the Silver State Solar South Project and Proposed Las Vegas Field Office Resource Management Plan Amendment, BLM, Las Vegas, NV  
Final report completed in 2013.

Point Mugu Sea Range EIS/Overseas EIS and Ancillary Studies – Navy Air Warfare Center Weapons, Point Mugu, CA  
Final documents completed in 2001. This project also included Marine Mammal Technical Report, Natural Resources Summary Report, Programmatic Biological Assessment for Naval Activities on Outlying Landing Field, San Nicolas Island. Received letter of commendation from base commander.

C-5 Beddown Environmental Impact Statement, West Virginia Air National Guard, Martinsburg, WV  
Final documents completed in July 2004. Documents included final report and supplemental documents, including a large-sized map providing summary of noise issues for pilots.

EIS for Proposed Waterfront Redevelopment and Related Studies and Permitting, Puerto Rico Ports Authority, Colliers International, San Juan, PR  
2007 to date; project currently on hold. Documents created included Draft EIA and permitting documents, including preparation of a complex Joint Permit Application for submittal to the USACE.

Analysis of Impacts to Public Trust Resources and Values for the Broad Beach Restoration Project, California State Lands Commission  
Final documents completed in 2014.

More Mesa Handbook, More Mesa Preservation Coalition, Santa Barbara, CA  
Final documents completed in December 2008. The More Mesa Handbook was recognized with the American Planning Association Award of Excellence in 2009.

Environmental Assessments for U.S. Nationwide Locations. U.S. Air National Guard and U.S. Air Force  
1996 to date, Long-term contract.

# Lana Cary

Lead Graphic Designer



## Professional summary

Ms. Cary performs graphic design and desktop publishing to support engineering and scientific technical documents including Statement of Qualification, proposals, SF330s, RFQ responses, interview presentations, and related business development and marketing materials aimed at public and private clients. She routinely collaborates with proposal managers/coordinators, technical managers, technical writers, contract/pricing specialists, marketing specialists, and administrative support personnel firm-wide to prepare and produce the abovementioned documents using state-of-the-art hardware and Adobe InDesign, Adobe Photoshop, Adobe Illustrator MS Word, Excel and PowerPoint software as well as the Microsoft Office (Word, PowerPoint, Excel). On average, she supports dozens of documents annually. Her primary focus is generating environmental, infrastructure and construction proposals and presentations submitted to federal clients for contracts valued at \$1M to 2B. Federal clients include: US Army, US Air Force, NAVFAC, DoD, USACE, EPA, DOI, Department of Energy, USCG, SAME, National Guard Bureau and USAID. Commercial clients include: CSXT, Norfolk Southern, Amtrak, GE, TVA, and Shell.

## Representative projects

### City of Detroit Water and Sewage Department (DWSD) - Drainage Charge Credit Program Residential Guides

Graphic Designer for the layout and graphic support for the DWSD residential guide materials. These materials included a set of five brochures created in Adobe InDesign.

### City of Augusta, Georgia Stormwater Credit Manual

Graphic Designer for the layout and graphics of this multi-chapter stormwater manual.

### City of Birmingham Alabama Stormwater Management Manual

Graphic Designer for the layout and graphics of this multi-chapter stormwater manual. Amec Foster Wheeler worked with the City of Birmingham staff to develop a manual to provide information that municipalities will need to address issues concerning stormwater management.

### Philadelphia Water Department (PWD) – Stormwater Program Fact Sheets

Amec Foster Wheeler developed stormwater fact sheets with PWD to provide property owners with information on stormwater trading options. Graphic Designer for the InDesign layout and maintenance of these fact sheets.

### Philadelphia Water Department (PWD) – Stormwater Retrofit Guidance Manual

Amec Foster Wheeler developed this guide with PWD to provide property owners with information to potentially receive credit towards their stormwater fees. Graphic Designer for the InDesign layout and maintenance of the manual.

### Metro Nashville Green Infrastructure Master Plan; Nashville, TN

Amec Foster Wheeler developed a green infrastructure master plan for a 14 mile service area of a combined sewer system. The master plan layout was developed using Adobe InDesign.

### Kentucky Association of Mitigation Managers (KAMM) – Annual Conference

Graphic Designer for the layout, graphics and production support for KAMM's annual conference packet materials. Graphic support includes the design of the year's conference logo based on the theme of the event. Materials also include design and production of the 45 page conference booklet which contains exhibitor and attendee event information. Worked with Amec Foster Wheeler staff and KAMM board members to complete these materials.

## Education

2000, Bachelor of Fine Arts (BFA), concentration in graphic design

Austin Peay State University - Clarksville, TN

## Software skills

Adobe Creative Suite

Microsoft Office Suite

Strata Design 3D CX

Win/Mac OS

## Design skills

Identity & branding

Advertisement

Typography

Infographics

Illustration

Maps

Presentations

Web design



#### City of Goodlettsville, TN – Stormwater Utility

Graphic Designer for the layout, graphics and production support for the City's Stormwater Utility brochure aimed at providing residents with information about the improvements in the City of Goodlettsville Stormwater Program.

#### USAG Schinnen, Directorate of Public Works, Environmental Division

Graphic Designer for the layout, graphics and production support of a multipage environmental brochure detailing USAG Schinnen's military activities focusing on environmental protection.

#### Malmstrom AFB, MT – The 564<sup>th</sup> Missile Squadron

Graphic Designer for the graphic design and production support for of the trifold brochure, *The 564<sup>th</sup> Missile Squadron and the Minuteman Missile*, aimed at preserving the history of the 564<sup>th</sup> Missile Squadron (MS) and its associated facilities in Montana.

#### Langley AFB, Langley, VA – LTA Housing Area Vacuum Sewer Installation

Graphic Designer for the graphic design and production support for client deliverables promoting the installation of a vacuum sewer installation within the housing area. The deliverables included a custom door hangar and trifold brochure.

#### Awards / Achievements

International Association of Business Communicators, Copper Quill Award in the Electronic Newsletter category for the *Federal Programs Messenger*

Award of Distinction in the International Academy of the Visual Arts (IAVA) 16<sup>th</sup> Annual Communicator Awards for the *Federal Programs Messenger*

# Doug McFarling

Lead NEPA Specialist



## Professional Summary

As a Senior Program Manager in Amec Foster Wheeler's Santa Barbara office – and having spent nearly 25 years with Amec Foster Wheeler and predecessor firms – Mr. McFarling has contributed to hundreds of documents prepared in compliance with the National Environmental Policy Act (NEPA), California Environmental Quality Act (CEQA), and myriad entities' handbooks/guidance for implementing the procedural provisions thereof (e.g., US Forest Service, Bureau of Land Management, Bureau of Indian Affairs, Bureau of Reclamation, etc.). Mr. McFarling's experience includes conducting senior level technical and QA/QC reviews; management of diverse teams on complex projects; coordination with regulatory entities, cooperating agencies, and other key stakeholders; and development and implementation of public participation and interagency coordination plans.

## Representative Projects

### NEPA Program Support, NV Energy, NV (Statewide).

Mr. McFarling is currently serving as Project Manager or QA/QC Reviewer for four separate NEPA-compliant documentation efforts supporting transmission and distribution projects on behalf of NV Energy. Proposed projects involve pole replacement, transmission line routing studies, and maintenance compliance; two of the efforts also include the preparation for and execution of detailed natural and cultural resources surveys.

### Supplemental EIS and Resource Management Plan Amendment, Silver State Solar South Project, Bureau of Land Management, Las Vegas Field Office, Clark County, NV.

Mr. McFarling served on the Project Management team as Senior QA/QC reviewer for this Supplemental EIS evaluating the development of a 350-MW solar array in the Mojave Desert near the California-Nevada state-line. In this role, he received and reviewed analyses prepared by all project planners and scientists, ensured consistency in presentation and level of detail, and worked with the Project Management team to ensure regulatory compliance and legal sustainability of the documentation process.

### EA for Easement Renewal, Pyramid Lake Indian Reservation, Kinder Morgan Energy Partners, NV.

Mr. McFarling managed preparation of this EA on behalf of Kinder Morgan Energy Partners (KMEP) for review, modification, and approval by the Bureau of Indian Affairs (BIA). The EA presented an analysis of impacts of the proposed action considered by KMEP in conjunction with BIA and other interested regulatory agencies for the extension of existing pipeline easement agreements and associated continued use and maintenance of these pipelines. An easement for two pipeline rights-of-way crossing two areas of BIA-managed land in northwestern Nevada was granted in 1956. Since the original easement and subsequent renewals were granted prior to the passage of NEPA and/or prior to the BIA's establishment of procedures to comply with NEPA, no NEPA-compliant environmental review of the easement agreements had ever been performed. In order to comply with NEPA and the BIA NEPA Guidebook, this EA addressed easement renewals and activities required for continued use of the pipeline, namely routine maintenance activities. Mr. McFarling served as the client liaison and Project Manager for this effort.

### Environmental Impact Statement / Environmental Impact Report for Proposed OceanWay Secure Energy LNG Pipeline and Terminal, U.S. Coast Guard, Los Angeles, CA.

Mr. McFarling was a key contributor to the socioeconomic and Environmental Justice analyses conducted in support of this joint NEPA/CEQA-compliant EIS/EIR. The proposed project would have resulted in the establishment of new onshore pipeline infrastructure to support the shoreward conveyance of natural gas extracted from the ocean floor off the coast of Los Angeles, California. Significant socioeconomic and Environmental Justice concerns were

## Education

BA, Environmental Studies / Natural Resources Management, University of California, Santa Barbara, 1991

anticipated given the proposed pipeline's shore landing site in the vicinity of Los Angeles International Airport and its planned route through communities considered disproportionately sensitive to environmental impacts.

**Environmental Analysis for Broad Beach Restoration Project, California State Lands Commission, Malibu, CA (2012-2013)**

Mr. McFarling conducted QA/QC reviews at all stages of this project, an EIR for a major beach restoration project along Broad Beach in the City of Malibu. Coastal erosion has substantially reduced the width of this beach, leading to installation of an emergency rock revetment and a proposal to import 600,000 cubic yards of sand to re-establish a wide sandy beach backed by a dune system. Key issues being addressed in this EIR include marine and terrestrial biological resources and water quality impacts related to wastewater disposal and septic systems, impacts from marine vessel and truck traffic, air quality, hazards, coastal processes and longshore transport, land use, recreation and public access. Project alternatives, including different sand sources and alternative coastal protection approaches are a key issue to be addressed in this EIR.

**EIS and Regulatory Permitting Support, San Juan Waterfront Redevelopment Project, Puerto Rico Ports Authority/ Colliers International, San Juan, PR (2006-2009)**

Mr. McFarling served as NEPA advisor and QA lead during preparation of an EIS addressing a proposed multi-million dollar waterfront redevelopment project in San Juan, Puerto Rico. The program involved extensive interagency coordination, including preparation of a complex Joint Permit Application for submittal to the USACE. A primary emphasis of the EIS was the assessment of changes to the socioeconomic setting and conditions involved in transitioning the affected area from an industrial port setting to one of mixed-use residential and commercial.

**Goleta Beach County Park Managed Retreat Project EIR, Santa Barbara County, CA (2012-2013).**

Mr. McFarling has conducted QA/QC reviews at all stages of this project that analyzes a proposed project to address effects of projected sea level rise and coastal erosion on a heavily used County beach. The Project proposes to combine managed retreat of parking lots and a public bike path with protection of key public works infrastructure, including a vault for the local sanitary district. The project is of great public interest and the project includes several public meetings and workshops as well as close coordination with several levels of County and State government.

**Environmental Assessment, Natural Resources Investigations, and Engineering Support, California Army National Guard, Camp Roberts, CA (2009-2011)**

Mr. McFarling is currently serving as the Program Manager for a multi-faceted environmental program for which the primary objective is to arrest ongoing floodplain erosion, the rate of which accelerated following development of a new MATES training facility at Camp Roberts, near the Monterey – San Luis Obispo county line. The erosion feature, referred to locally as "The Grand Canyon of Camp Roberts" threatens the integrity of a local roadway and railroad crossing, and has resulted in significant siltation in and adjacent to the Salinas River. In addition to preparing the engineering drawings for corrective construction measures, AMEC is providing myriad natural resources services (e.g., species surveys, wetland delineation) and preparing an EA compliant with NEPA. The program is requiring close coordination with Federal, state, and local agencies; the effort was contracted by and is being administered by the USACE's Mobile District.

**Environmental Assessment, Environmental Baseline Survey, and Agricultural Management Plan at Joint Forces Training Base, California Army National Guard, Los Alamitos, Orange County, CA (2009-2012)**

Mr. McFarling has served as the Client Service Manager and Program Manager for myriad environmental services in support of the California ARNG and U.S. Army Reserves at JFTB Los Alamitos. Documentation completed includes an Agricultural Management Plan (addressing an outleased area used for strawberry production), two EBSs (coordinated with USACE's Los Angeles District), and an EA (analyzing potential impacts associated with construction of a new joint Headquarters complex of more than 450,000 sf and requiring the demolition of multiple structures, including a historic chapel).

**Dr. Angela M. Eaton**  
Angela Eaton & Associates, LLC  
407-432-5778  
ae@angelaeaton.com

## Education

Ph D, Rensselaer Polytechnic Institute, 2003.  
Major: Technical Communication and Rhetoric  
Dissertation Title: The Effectiveness of Two Methods of Finding and Reducing Student Formal Error

MS, Rensselaer Polytechnic Institute, 1999.  
Major: Technical Communication

BA, University of Detroit Mercy, 1997.  
Major: English and Economics

## Professional Experience

Owner/Operator, Angela Eaton & Associates, LLC. (October 15, 2007 - Present).  
Write and edit federal grant proposals and research articles for physicians and scientists.

Technical Editor and Writer, Freelance. (January 1, 2000 - October 1, 2007).  
Edit journal articles and grant proposals for subject matter experts.

## Resource Management Edited Projects

Eaton, A. (Principal), "Technical Editing of Integrated Cultural Resources Management Plans,"  
Sponsored by Texas National Guard, State, \$10,000.00. (August 20, 2010 - August 31, 2011).

Eaton, A. (Principal), "Technical Editing of Integrated Wildland Fire Management Plans,"  
Sponsored by Texas National Guard, State, \$78,810.00. (May 15, 2008 - August 31, 2011).

Eaton, A. (Principal), "Technical Editing of Integrated Natural and Cultural Resource Management Plans," \$160,023.00. (2005 - August 30, 2010).

## Additional Edited Projects<sup>1</sup>

Editor, M. Tomozawa's proposal to the NSF: "Surface Stress Relaxation: Science and Effects on Glass Properties." \$317,994. (2017).

Author/Editor, South Plains SPCA Proposal to Prosperity Bank. \$14,899. (2017).

Editor, M. Tomozawa's proposal to the NSF: "Surface Stress Relaxation and Resulting Residual Stress in Glass: A New Mechanical Strengthening Mechanism of Glasses." \$670,000. (2013).

Author, Proposal for Graduate Online Certificate in Grants and Proposals. Texas Tech University (2013). Created two new graduate grant writing courses as part of designing the certificate.

---

<sup>1</sup> All grants mentioned were funded.

Editor, Dr. Kvande proposal to Ransom Center Fellowship, \$3,000. (2012).

Editor, Ben Lauren proposal, "Designing Smaller Studios: A Case Study of the FIU Digital Writing Studio" Editor. (2011).

Designer, Speaker, Editor, Dept. of English Grant Support for Internal Funding Opportunity Program. (2011). Six grants edited, total amount won: \$53,370.

Editor, Ronald McDonald House of Lubbock, Grant, \$2795, Lubbock, TX. (2011).

Editor, Salt Lake Community Writing Center, Grant, \$600, Lubbock, TX. (2011).

Editor of the Grant, First United Methodist Church Grant Proposal, \$10,000, Lubbock, TX. (2011).

Editor of Submission, Cory Davenport's SPSP Poster, San Antonio, TX. (2010).

Editor, Lubbock Rape Crisis Center, Grant, \$1852, Lubbock, TX. (2010).

Eaton, A., "Graduate Scholarships for Creative Writing Students," \$45,000.00. (2009).

Editor, South Plains Food Bank Grant \$5,500, Lubbock, Texas. (2008).

Eaton, A., "Lubbock Animal Services for Adoption Awareness Advertising," \$3,351.13. (2008).

Eaton, A., "South Plains Food Bank," \$5,500.00. (2008).

Eaton, A., South Plains Food Bank proposal to the CH Foundation (2008), "Outfitting the Kitchen of Hope," \$89,900.00. (2008).

Eaton, A., South Plains Food Bank proposal to the Helen Jones Foundation (2008), "Outfitting the Kitchen of Hope.,," \$84,411.00. (2008).

Eaton, A., "Texas Boys' Ranch proposal to the Mayer Foundation (2007)," \$50,000.00. (2007).

Eaton, A., "Debra Burleson's grant application for Compassion Ministries to the Rapoport Foundation," \$49,000.00. (2007).

Eaton, A., "Dr. Dennis Covington's proposal to the Research Enhancement Initiative at Texas Tech (2007), "Franco in Texas", \$21,019.00. (2007).

Eaton, A., "Dr. Jennifer Snead's proposal to the Research Enhancement Initiative at Texas Tech (2007), "Investigating three editions of John Wesley's Christian Library at Duke University's Rare Book, Manuscript, and Special Collections Library.", \$10,966.00. (2007).

Eaton, A., "Dr. John Poch's proposal to the Research Enhancement Initiative at Texas Tech (2007), "Writing Poems: The Rivers of Northern New Mexico.,," \$4,650.00. (2007).

Eaton, A., "Gillian Andersen's proposal for purchasing therapy equipment for the Texas Boys Ranch to the Abel-Hanger Foundation," \$6,175.00. (2007).

Eaton, A., "PoWERS Program proposal, NSF ADVANCE Program: Increasing the Participation and Advancement of Women in Academic Science and Engineering Careers," \$499,990.00. (2006).

- Eaton, A. (Principal), "West Texas Rural EXPORT Center: Feasibility of Creative Non-Fiction Related to Oral History and Children's Photography," \$27,500.00. (2005).
- Eaton, A., "LeeAnn Schroer-Motz proposal to the Betenbough foundation," \$5,000.00. (2005).
- Eaton, A., "Lubbock Animal Services to the Lubbock Area Foundation," \$17,000.00. (2005).
- Eaton, A. (Principal), "Researching Editing from the Author's Point of View," \$10,000.00. (2005).
- Eaton, A. (Co-Principal), "Flammable Volatiles Generated from Gas Plants (*Dictamnus albus*): A Prospective Renewable Energy Source," \$20,000.00. (2004).

## Published Research and Presentations on Editing

- Rude, C., Eaton, A. (2010). *Technical Editing, 5th Edition* (5th ed., pp. 404). New York: Longman.
- Eaton, A. (2010). In A. Murphy (Ed.), *Conducting Research in Technical Editing*. Amityville, NY: Baywood: New Perspectives on Technical Editing.
- Eaton, A., Technical Editing Virtual Conference, "Research in Technical Editing: Why Bother? How Can You Help? Closing Remarks, Angela Eaton," Society for Technical Communication, Online. (October 18, 2012).
- Eaton, A. (Presenter & Author), McPherson, C. (Presenter & Author), Pohland, L. (Presenter & Author), Technical Communication Summit, "Results of Interviewing Editors: Best Practices, Challenges, Insights," Society for Technical Communication, Dallas, TX. (May 5, 2010).
- Eaton, A. (Presenter & Author), McPherson, C. (Presenter & Author), Pohland, L. (Presenter & Author), Technical Communication Summit, "Technical Editing SIG Progression: Editing Challenges and Opportunities," Society for Technical Communication, Dallas, TX. (May 3, 2010).
- Eaton, A. (Presenter & Author), Boettger, R. (Presenter & Author), ATTW Conference, "Writing and Editing Grants at the University Level: Opening Teaching and Research Opportunities Using Primary Tech Comm Skills," Association for the Teachers of Technical Writing, Lexington, KY. (March 17, 2010).
- Eaton, A., Brewer, P., Davidson, C., Portewig, T. (2008). Comparing Cultural Perceptions of Editing From the Author's Point of View. *Technical Communication*, 55(2), 140-166.
- Eaton, A., Portewig, T. (2008). "Examining Editing in the Workplace from the Author's Point of View: Results of an Online Survey." *Technical Communication*, 55(2), 111-137.
- Eaton, A., Columbus Society for Technical Communication Mini-Conference, "Editing from the author's viewpoint," Columbus Society for Technical Communication. (October 2006).
- Eaton, A., Brewer, P., Portewig, T., Davidson, C., Society for Technical Communication 53rd Annual Conference, "Editing from the author's viewpoint," Society for Technical Communication, Las Vegas, NV. (May 2006).
- Eaton, A., Association for the Teachers of Technical Writing national conference, "Research network forum," Association for the Teachers of Technical Writing, Chicago, IL. (March 2006).

## **Statement of Work**

### **Comprehensive Conservation Plans, Environmental Impact Statement, Environmental Assessments, and Habitat Management Plan Writing, Editing, Formatting, and Section 508 Compliance Various Units of the National Wildlife Refuge System, Region 6**

**August 2017**

#### **1.0 INTRODUCTION**

The U.S. Fish and Wildlife Service (Service) is preparing planning documents for multiple units of the National Wildlife Refuge System in Region 6:

1. Habitat Management Plan (HMP) for Bear River Migratory Bird Refuge (MBR)
2. Comprehensive Conservation Plan (CCP) and Environmental Assessment (EA) for Charles M. Russell Wetland Management District (WMD), Grass Lake National Wildlife Refuge (NWR), Hailstone NWR, Lake Mason NWR, and War Horse NWR
3. CCP and EA for Bear River MBR
4. CCP and Environmental Impact Statement (EIS) for National Bison Range
5. CCP and EA for Lost Trail NWR, Ninepipe NWR, Northwest Montana Wetland Management District (WMD) – Flathead County, Northwest Montana WMD – Lake Count, and Pablo NWR

#### **1.1 SCOPE**

This Statement of Work is for assistance to the Service, Region 6 Division of People, Policy and Planning, Branch of Planning with technical writing, high-quality editorial support, formatting/graphic design and ensuring compliance with Section 508 of the Rehabilitation Act (Section 508) for an HMP, draft and final CCPs and NEPA documents (internal and public EAs, Finding of No Significant Impacts, EIS, Record of Decision), trifold summaries and planning updates (public documents). These documents are ultimately provided to contract printing companies for draft and final production (including the Government Printing Office for copying and large off-set printing jobs).

Tasks include: review, editing, and formatting/graphic design of draft and final documents to ensure completeness, cohesiveness between the different chapters, and compliance with the Department of the Interior Plain Language Policy and Section 508; conversion of Microsoft Word (hereafter Word) format document to and laying out in ready-to-print Adobe InDesign (hereafter InDesign) format (using the most current available version of the software). The documents are expected to be of extremely high quality, consistent with national graphics standards, and maintain schedules for completion. This scope will include multiple line items necessary to complete the planning documents. The Service will provide guidance in all phases of the development, review, formatting, Section 508 compliance and printing of the HMP, CCPs, and NEPA documents.

#### **1.2 DELIVERABLES**

The deliverables include various components necessary to complete the planning process and documents. The documents are generally arranged, assembled, and then reviewed internally, followed by a period of public review, and eventually a final decision document is issued. The documents may be ordered either to be printed locally or using offset printing. The size of the required documents will vary based on their complexity and may require preparation of multiple volumes. This task order includes the following deliverables:

- A. Bear River MBR
  1. Draft HMP and EA *(public review document)*
  2. Final HMP *(internal review document)*

- 3. Final HMP *(public document)*
  
- B. Charles M. Russell WMD and Grass Lake, Hailstone, and War Horse NWRs
  - 4. Final CCP and Finding of No Significant Impact *(internal review document)*
  - 5. Final CCP and Finding of No Significant Impact *(public document)*
  - 6. Trifold Summary of Final CCP *(public document)*
  
- C. Bear River MBR
  - 7. Draft CCP and EA *(public review document)*
  - 8. Final CCP and Finding of No Significant Impact *(internal review document)*
  - 9. Final CCP and Finding of No Significant Impact *(public document)*
  - 10. Trifold Summary of Final CCP *(public document)*
  - 11. Planning Update # 1 *(public document)*
  - 12. Planning Update # 2 *(public document)*
  - 13. Planning Update # 3 *(public document)*
  
- D. National Bison Range
  - 14. Draft CCP and EIS *(public review document)*
  - 15. Final EIS *(internal review document)*
  - 16. Final EIS *(public document)*
  - 17. Final CCP and Record of Decision *(internal review document)*
  - 18. Final CCP and Record of Decision *(public document)*
  - 19. Trifold Summary of Final CCP *(public document)*
  - 20. Planning Update # 2 *(public document)*
  - 21. Planning Update # 3 *(public document)*
  
- D. Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs (Flathead and Lake Counties)
  - 22. Draft CCP and EA *(public document)*
  - 23. Final CCP and Finding of No Significant Impact *(internal review document)*
  - 24. Final CCP and Finding of No Significant Impact *(public document)*
  - 25. Trifold Summary of Final CCP *(public document)*
  - 26. Planning Update # 2 *(public document)*
  - 27. Planning Update # 3 *(public document)*

The Service's planning process is governed by statute and policy. The goal of the planning process is to support high-quality science-based decision documents developed using longstanding methods to ensure public participation. The following brief definitions and descriptions are provided to further the understanding of the Service's planning process.

**Habitat Management Plan** – a “step-down” plan from a refuge management plan that identifies important wildlife resources and the management strategies to be implemented to help ensure the appropriate life-cycle needs of these species are met at the appropriate spatial scale. Guidance for developing an HMP is based on relevant Service laws and policies, including the Improvement Act and the Service policy on Biological Integrity, Diversity, and Environmental Health (BIDEH). The Improvement Act mandates the environmental health of refuge lands be evaluated and analyzed to “ensure that biological integrity, diversity, and health of the System are maintained for the benefit of present and future generations of Americans”, and BIDEH directs managers to employ management that “restores or mimics natural ecosystem processes or functions to achieve Refuge purposes.” Collectively, these and other documents stipulate that refuge managers should implement the most appropriate management actions to restore degraded systems to the



extent possible and prevent further degradation of systems, which will depend on many factors including funding and staffing.

**Comprehensive Conservation Plan** – required by the National Wildlife Refuge System Improvement Act of 1997, CCPs provide long-term management direction for each unit of the National Wildlife Refuge System. CCPs are required to be updated at least every 15 years. The National Environmental Policy Act (NEPA) requires the preparation of an EA or of an EIS to ensure no significant impacts to the natural or human environment as a result of the CCP. CCPs may be specific to one unit or cover multiple units. The current process for CCPs is to issue a Notice of Intent to complete a CCP; development of a draft CCP for internal review; issuance of a Notice of Availability for public review of the draft CCP; incorporation of changes and development of a final CCP. The final decision document for an EA is a Finding of No Significant Impacts (FONSI) or for an EIS is a Record of Decision (ROD). NEPA Decision Documents are incorporated with a CCP as the draft product. The Service currently has extensive InDesign templates available for CCPs.

**Tri-Fold Summary** – many CCPs and Decision Documents are extensive and the cost of reproduction is high. For this reason, the Service also develops summary documents to synthesize and discuss key issues associated with a CCP. Tri-fold summaries are only used as a tool to distribute information. All the material contained in the tri-fold summaries is taken directly from CCPs. The Service currently has InDesign templates available for tri-fold summaries.

**Planning Updates** – public notification and public participation are requirements of NEPA, but specific requirements are dependent upon the individual project being considered. The Service utilizes periodic formal planning updates to communicate the status of the planning process. Planning updates are generally brief and concise and we typically issue one to five updates depending on the type of project and the need to communicate. The Service currently has InDesign templates available for planning updates.

**Internal Drafts and Public Documents** – as a general rule, the Service will submit similar information to both internal and external audiences. The goal of internal drafts is simply to review and refine documents prior to release to the general public. Public documents are expected to be high-quality documents formatted for distribution to large audiences.

## **2.0 APPLICABLE DOCUMENTS**

The Contractor will comply with all applicable (1) federal statutes, regulations and rules (including all changes amendments); and (2) Presidential Executive Orders, in effect on the date of issuance of this delivery order. The Contractor is expected to be familiar with and comply with the 1997 Improvement Act, final Refuge Planning Policy (May 2000), the final Compatibility Regulations and Policy (October, 2000), the Organic Act, Service policy on Land Acquisition Planning (340 FW 2), and the Service's guidelines on information that adheres to the Data Quality Act. The Contractor is responsible to ensure that the standards being used are current.

All documents will be provided to the Contractor by the planning team leaders in single column, Word format, and some printed materials may need to be scanned. Maps will be provided in TIFF format of at least 300 dpi quality. Other graphics will be provided in either JPEG, TIFF, or GIF formats, and of at least 300 dpi quality. The standard software for use will be InDesign, but the Planning Team Leader may allow for early drafts and some simpler documents to be made available in Word (most current version of this software available). The Service currently has templates available for most documents, but some orders may require development of templates.

The Contractor is responsible to ensure that the standards described in these documents are met for all deliverable products described in each task order.

- ✧ The Service's Graphic Standards and the Publication Handbook are available on-line.
- ✧ For style and grammar, the Service will first refer to the Publication Handbook, and then use the Style Manual, An Official Guide to the Form and Style of Federal Government Printing, U.S. Government Printing Office, 2008; the Chicago Manual of Style, University of Chicago Press, 15<sup>th</sup> edition, 2003; and Scientific Style and Format; the CSE Manual for Authors, Editors, and Publishers, the Rockefeller University Press, 7<sup>th</sup> edition, 2006.

- ✧ Periodic updates to these standards will be officially transmitted to the Contractor.
- ✧ Resolution of style questions will be coordinated with the planning team leaders.

### **3.0 SERVICES TO BE PERFORMED BY THE CONTRACTOR**

The Contractor shall furnish all personnel, necessary coordination with any subcontractors, equipment, materials and transportation necessary to complete the following services for the development of the refuge planning documents:

#### **3.1 General**

- 1) Complete technical and editorial review of all appropriate draft documents (i.e., HMP, CCP, EIS, EA, ROD, FONSI, all appendices, glossary, table of contents, summary, abbreviations, covers, figures) and meet with the Service's planning team leader, either in person or via video or teleconference, to discuss and agree on editorial requirements, questions and recommendations.
- 2) Perform editing, formatting, and layout, and provide one hard copy sample and one CD with digital files of all appropriate draft documents (i.e., HMP, CCP, EIS, EA, ROD, FONSI, all appendices, glossary, table of contents, summary, abbreviations, covers, figures) for internal review by the Service.
- 3) Receive photographs and other images from the Service and perform all necessary editing (e.g., cropping) and layout so the images can be part of all appropriate documents. Perform necessary image labeling and crediting.
- 4) Incorporate the Service's internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the documents (e.g., Draft HMP, CCP/EA/EIS) for printing and subsequent public review.
- 5) Incorporate public review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the documents (e.g., Draft HMP, CCP/EA/EIS) for internal review by the Service.
- 6) Incorporate internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the documents (e.g., Draft HMP, CCP/EA/EIS, ROD) for printing.
- 7) Develop a ROD (in the case of an EIS) or a FONSI (in the case of an EA) and provide one sample hard copy and one camera-ready digital copy (on CD) of ROD for review by the Service.
- 8) Incorporate the Service's internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the Final ROD or FONSI for printing.
- 9) Incorporate public review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the Draft Final CCP (incorporating a ROD or a FONSI, as appropriate) for internal review by the Service.
- 10) Incorporate internal review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the Final CCP (incorporating a ROD or a FONSI, as appropriate) for printing.
- 11) Develop a trifold Summary of the Comprehensive Conservation Plan in the same style, quality and format as samples provided, and provide one sample hard copy and one camera-ready digital copy (on CD) of trifold Summary for review by the Service.
- 12) Incorporate trifold Summary document review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of the trifold Summary of the Comprehensive Conservation Plan.
- 13) Develop Planning Updates, as necessary (one to inform the public of the beginning of the planning process, one to inform the public of the availability and contents of the Draft CCP/EA/EIS and one to inform the public of the availability of the Final CCP) in the same style, quality and format as samples provided, and deliver one sample hard copy and one camera-ready digital copy (on CD) of each of the Planning Updates for review by the Service.

- 14) Incorporate Planning Updates review comments and provide one sample hard copy and one camera-ready digital copy (on CD) of each of the Planning Updates for printing.
- 15) The Draft CCP/EA/EIS for printing and subsequent public review and all final documents (i.e., HMP, CCP, EIS, EA, FONSI, ROD, trifold, and planning updates) will be produced in InDesign and will probably include photographs along with maps, figures, and tables, all in color.
- 16) The approximate time for the Contractor to edit, format, and layout of the draft HMP, CCP/EIS/EA will be no more than 20 business days. The approximate time for the Contractor to incorporate Service or public comments to the draft HMP, CCP/EA/EIS and ensure its compliance with Section 508 will be no more than 10 business days.
- 17) The approximate time for the Contractor to edit, format, and layout the draft Final EIS will be no more than 20 business days. The approximate time for the Contractor to incorporate internal or public comments to the final EIS and ensure its compliance with Section 508 will be no more than 15 business days.
- 18) The approximate time for the Contractor to edit, format, and layout a final HMP or a final CCP will be no more than 20 business days. The approximate time for the Contractor to incorporate Service or public comments to the final HMP or CCP and ensure its compliance with Section 508 will be no more than 15 business days.
- 19) The approximate time for the Contractor to edit, format, and layout the ROD, Trifold Summary, and each of the planning updates will be no more than 10 business days. The approximate time for the Contractor to incorporate Service or public comments to the ROD, trifold summary, and each planning update and ensure their compliance with Section 508 will be no more than 5 business days.
- 20) All documents shall be provided to the Service in a print ready format (as previously described) to be directly submitted to GPO for local copying and/or offset printing.

The Contractor will edit, format, layout, ensure Section 508 compliance, and provide the following documents (deliverables) to the Service:

### **3.1.1 Bear River MBR Draft HMP and EA (public review document)**

- a) The Service and the Contractor will hold a coordination meeting (either face-to-face or via WebEx, or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.
- b) The Service will provide the necessary electronic files to prepare the Draft HMP/EA, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after the organizational meeting.
- c) The Draft HMP/EA will be produced in InDesign.
- d) The Contractor will edit and format the Draft HMP/EA (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and maintain the Table of Contents.
- e) The Contractor will format the Draft HMP/EA as two-sided pages, with two columns per page. The photographs located within the chapters and other images or figures will be formatted in black and white.
- f) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the draft HMP/EA approximately 20 business days after receiving item b) from the Service.
- g) The Service will have up to 5 business days, from the date of receipt of item f), to review the Draft HMP/EA and provide comments, and if necessary, a request for further editing and formatting, to the Contractor.

- h) If the Service provides feedback, the Contractor will have up to 5 business days to perform all necessary edits, formatting, and layout changes required by the comments provided by the Service under item g), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft HMP/EA for printing.
- i) The Draft HMP/EA for public review is expected to be approximately 80-100 pages in length.

**Final HMP (public document)**

- j) The Service will provide the necessary instructions and electronic files to prepare the Final HMP, as well as any necessary sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final EIS to the Contractor.
- k) The Contractor will edit, format, and lay out the Final HMP (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure it is Section 508 compatible.
- l) The Final HMP will be produced in InDesign and formatted as two-sided pages, with two columns per page, all photos and graphics will be in color.
- m) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Final HMP approximately 15 business days after receiving item j) from the Service.
- n) The Service will have up to 5 business days, from the date of receipt of item m), to perform an internal review of the Final HMP and, if appropriate and necessary, provide comments and request further editing and formatting, to the Contractor.
- o) The Contractor will have up to 5 business days to perform all necessary edits, formatting, and layout changes required by the Service under item n), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final HMP ready for offset printing.
- p) The Final HMP for printing is expected to be approximately 80-100 pages in length.

### **3.1.2 Charles M. Russell WMD and Grass Lake, Hailstone, and War Horse NWRs**

- a) The Service and the Contractor will hold an coordination meeting (either face-to-face or via WebEx, or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.

**Draft CCP and EA (public review document)**

- b) The Service will provide the necessary electronic files to prepare the Draft CCP/EA, as well as any sample documents that might help for and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after the organizational meeting.
- c) The Contractor will produce the Draft CCP/EA in InDesign, format it in accordance to government standards and the Service's Publication Handbook, and maintain the Table of Contents.
- d) The Contractor will format the Draft CCP/EA as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- e) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP and EA approximately 20 business days after receiving item b) from the Service.
- f) The Service will have up to 5 business days, from the date of receipt of item e), to review the Draft CCP/EA and, if necessary, request for further formatting to the Contractor.

- g) The Contractor will have up to 10 business days to perform all necessary formatting and layout changes required by the comments provided by the Service under item f), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA for printing.
- h) The Draft CCP/EA for public review is expected to be approximately 150-180 pages in length.

**Final CCP and FONSI (public document)**

- i) The Service will provide the necessary instructions and electronic files to prepare the draft Final CCP/FONSI, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final CCP/FONSI to the Contractor.
- j) The Contractor will format and lay out the Final CCP/FONSI (in accordance to government standards and the Service's Publication Handbook).
- k) The Final CCP/FONSI will be produced in InDesign and formatted as two-sided pages, with two columns.
- l) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI approximately 20 business days after receiving item i) from the Service.
- m) The Service will have up to 10 business days, from the date of receipt of item l), to perform a review of the Final CCP/FONSI and, if necessary, provide comments and request further formatting to the Contractor.
- n) The Contractor will have up to 10 business days to perform all necessary formatting, and layout changes required by the comments provided by the Service under item m), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI for printing.
- o) The Final CCP and FONSI is expected to be approximately 120-150 pages in length.

**Trifold Summary (public document)**

- p) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.
- q) The Contractor will edit, format, and lay out the Trifold Summary (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- r) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including color maps, photographs, and figures, following the samples provided by the Service.
- s) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving item p) from the Service.
- t) The Service will have up to 3 business days, from the date of receipt of item s), to review the Trifold Summary and, if necessary, request further editing and formatting to the Contractor.
- u) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the comments provided by the Service under item t), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

### **3.1.3 Bear River MBR**

**Draft CCP and EA (public review document)**

- a) The Service will provide the necessary electronic files to prepare the Draft CCP/EA, as well as any sample documents that might help for and provide direction to the Contractor. If necessary, the Service will

provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Trifold Summary of the Final CCP to the Contractor.

- b) The Contractor will produce the Draft CCP/EA in InDesign, edit it and format it in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook, and maintain the Table of Contents.
- c) The Contractor will format the Draft CCP/EA as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- d) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA approximately 20 business days after receiving item a) from the Service.
- e) The Service will have up to 10 business days from the date of receipt of item d) to review the Draft CCP/EA and provide comments, and if necessary, request for further editing and formatting, to the Contractor.
- f) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the comments provided by the Service under item e), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA for printing.
- g) The Draft CCP/EA for public review is expected to be approximately 170-190 pages in length.

**Final CCP and FONSI (public document)**

- h) The Service will provide the necessary instructions and electronic files to prepare the Final CCP/FONSI, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final CCP/FONSI to the Contractor.
- i) The Contractor will edit, format, and lay out the Final CCP/FONSI (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook).
- j) The Contractor will produce the Final CCP/FONSI in InDesign, formatted as two-sided pages, with two columns.
- k) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft Final CCP/FONSI approximately 20 business days after receiving item h) from the Service.
- l) The Service will have up to 10 business days, from the date of receipt of item k), to review the Final CCP/FONSI and, if necessary, request further editing and formatting to the Contractor.
- m) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item l), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI for printing.
- n) The Final CCP/FONSI is expected to be approximately 120-150 pages in length.

**Trifold Summary (public document)**

- o) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.
- p) The Contractor will edit, format, and lay out the Trifold Summary of the Final CCP (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- q) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including color maps, photographs, and figures, following the samples provided by the Service.

- r) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving items o) from the Service.
- s) The Service will have up to 3 business days, from the date of receipt of item r), to review the Trifold Summary and, if necessary, request further editing and formatting to the Contractor.
- t) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item s), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

**Planning Updates (planning documents)**

- u) The Service will provide the necessary instructions and electronic files to prepare the Planning Updates # 1, # 2, and # 3, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Planning Updates to the Contractor.
- v) The Contractor will edit, format, and lay out the Planning Updates (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- w) The Planning Updates will be formatted and laid out as two-sided pages, with three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- x) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Planning Updates approximately 5 business days after receiving item u) from the Service.
- y) The Service will have up to 3 business days, from the date of receipt of item x), to perform a review of the Planning Updates and, if necessary, request further editing and formatting, to the Contractor.
- z) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item y), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Planning Updates ready for offset printing.

### **3.1.4 National Bison Range**

- a) The Service and the Contractor will hold an coordination meeting (either face-to-face, videoconferencing or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.

**Draft CCP and EIS (public review document)**

- b) The Service will provide the necessary electronic files to prepare the Draft CCP/EIS, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after item a).
- c) The Contractor will produce the Draft CCP/EIS in InDesign, edit it and format it (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and maintain the Table of Contents.
- d) The Contractor will format the Draft CCP/EIS as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- e) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EIS approximately 20 business days after receiving item b) from the Service.
- f) The Service will have up to 10 business days, from the date of receipt of item e), to review the Draft CCP/EIS and if necessary, request further editing and formatting, to the Contractor.

- g) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by Service under item f), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EIS ready for printing.
- h) The Draft CCP/EIS for public review is expected to be approximately 220-250 pages in length.

**Final EIS (public review document)**

- i) The Service will provide the necessary instructions and electronic files to prepare the draft Final EIS, as well as any necessary sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the draft Final EIS to the Contractor.
- j) The Contractor will edit, format, lay out (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and produce the Final EIS in InDesign in two-sided pages with two columns.
- k) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the draft Final EIS approximately 20 business days after receiving item i) from the Service.
- l) The Service will have up to 10 business days, from the date of receipt of item k), to review the Final EIS and, if necessary, request further editing and formatting, to the Contractor.
- m) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item l), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final EIS ready for printing.
- n) The Final EIS for public review is expected to be approximately 130-160 pages in length.

**Final EIS (public document) – REVISED, IF NECESSARY – See Section 3.5**

- o) If the public comments received by the Service require modification of the Final EIS, the Service will provide the necessary instructions and electronic files to prepare a revised Final EIS, as well as any necessary sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the revised Final EIS to the Contractor.
- p) The Contractor will edit the revised Final EIS and ensure it is Section 508 compatible.
- q) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the revised Final EIS approximately 5 business days after receiving item o) from the Service.
- r) The Service will have up to 5 business days, from the date of receipt of item q), to review the revised Final EIS and, if appropriate and necessary, request further editing and formatting to the Contractor.
- s) The Contractor will have up to 2 business days to perform any necessary edits required by the Service under item r) and to provide the Service an updated hard copy (printed) and one CD with all appropriate digital files of the Final EIS ready for offset printing.
- t) A revised Final EIS for might be approximately 140-170 pages in length.

**Final CCP and ROD (public document)**

- u) The Service will provide the necessary instructions and electronic files to prepare the Final CCP/ROD, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the draft Final CCP/ROD to the Contractor.
- v) The Contractor will edit, format, and lay out the Final CCP/ROD (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook).
- w) The Final CCP/ROD will be produced in InDesign and formatted as two-sided pages, with two columns.



- x) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft Final CCP/ROD approximately 20 business days after receiving item u) from the Service.
- y) The Service will have up to 10 business days, from the date of receipt of item x), to perform a review of the Final CCP/ROD and, if necessary, request for further editing and formatting to the Contractor.
- z) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item y), to ensure Section 508 compliance, and provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/ROD for printing.
- aa) The Final CCP/ROD is expected to be approximately 120-150 pages in length.

**Trifold Summary (public document)**

- bb) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.
- cc) The Contractor will edit, format, and lay out the Trifold Summary (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- dd) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- ee) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving item bb) from the Service.
- ff) The Service will have up to 3 business days, from the date of receipt of item ee), to review the Trifold Summary and, if appropriate and necessary, request further editing and formatting to the Contractor.
- gg) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item ff), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

**Planning Updates (public documents)**

- hh) The Service will provide the necessary instructions and electronic files to prepare the Planning Updates # 2 and # 3, as well as any sample documents that might help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Planning Updates to the Contractor.
- ii) The Contractor will edit, format, and lay out the Planning Updates (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- jj) The Planning Updates will be formatted and laid out as two-sided pages, with three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- kk) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Planning Updates approximately 5 business days after receiving item hh) from the Service.
- ll) The Service will have up to 3 business days, from the date of receipt of item kk), to review each Planning Update and, if appropriate and necessary, request further editing and formatting to the Contractor.
- mm) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item ll), and provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of each Planning Update ready for offset printing.

**3.1.5 Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs (Flathead and Lake Counties)**

- a) The Service and the Contractor will hold an coordination meeting (either face-to-face or via WebEx, or conference call), estimated to last between 1 and 2 hours, at a mutually agreed upon date, but approximately 3 days after the Contractor receives the project's electronic files from the Service. The purpose of the meeting will be to ensure coordination between the Service and the Contractor, review mutual expectations, and to answer any lingering questions regarding the deliverables.

**Draft CCP and EA (public review document)**

- b) The Service will provide the necessary electronic files to prepare the Draft CCP/EA, as well as any sample documents that might help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after the coordination meeting.
- c) The Contractor will produce the Draft CCP/EA in InDesign, edited and formatted (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and maintain the Table of Contents.
- d) The Contractor will format the Draft CCP/EA as two-sided pages, with two columns per page. The photo at the start of each chapter and maps will be formatted in color, while photographs located within the chapters and other images or figures will be formatted in black and white.
- e) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA approximately 20 business days after receiving item b) from the Service.
- f) The Service will have up to 10 business days, from the date of receipt of item e), to review the Draft CCP/EA, and if necessary, request further editing and formatting to the Contractor.
- g) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item f), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Draft CCP/EA for printing.
- h) The Draft CCP/EA for public review is expected to be approximately 250-280 pages in length.

**Final CCP and FONSI (public document)**

- i) The Service will provide the necessary instructions and electronic files to prepare the Final CCP/FONSI, as well as any sample documents that might be of help and provide direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 5 business days after transmitting the electronic files of the Final CCP/FONSI to the Contractor.
- j) The Contractor will edit, format, and lay out the Final CCP/FONSI (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) in InDesign as two-sided pages, with two columns.
- k) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI approximately 20 business days after receiving item i) from the Service.
- l) The Service will have up to 10 business days, from the date of receipt of item k), to review the Final CCP/FONSI and, if necessary, request further editing and formatting to the Contractor.
- m) The Contractor will have up to 10 business days to perform all necessary edits, formatting, and layout changes required by the Service under item l), to ensure Section 508 compliance, and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Final CCP/FONSI for printing.
- n) The Final CCP/FONSI is expected to be approximately 200-230 pages in length.

**Trifold Summary (public document)**

- o) The Service will provide the necessary instructions and electronic files to prepare the Trifold Summary of the Final CCP, as well as any sample documents that might help and give direction to the Contractor. If

necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Trifold Summary to the Contractor.

- p) The Contractor will edit, format, and lay out the Trifold Summary (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- q) The Trifold Summary will be produced in InDesign and formatted and laid out as two-sided pages, with one to three columns per page, including color maps, photographs, and figures, following the samples provided by the Service.
- r) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary approximately 5 business days after receiving item o) from the Service.
- s) The Service will have up to 3 business days, from the date of receipt of item r), to review the Trifold Summary and, if necessary, request further editing and formatting, to the Contractor.
- t) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item s), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Trifold Summary ready for offset printing.

#### **Planning Updates (public documents)**

- u) The Service will provide the necessary instructions and electronic files to prepare the Planning Updates # 2, and # 3, as well as any sample documents that might be of help and give direction to the Contractor. If necessary, the Service will provide any required supplemental text to the Contractor within approximately 3 business days after transmitting the electronic files of the Planning Updates to the Contractor.
- v) The Contractor will edit, format, and lay out the Planning Updates (in accordance to government standards, the Plain Language policy, and the Service's Publication Handbook) and ensure Section 508 compliance.
- w) The Planning Updates will be formatted and laid out as two-sided pages, with three columns per page, including maps, photographs, and figures, following the samples provided by the Service.
- x) The Contractor will provide the Service one hard copy (printed) and one CD with all appropriate digital files of the Planning Updates approximately 5 business days after receiving item u) from the Service.
- y) The Service will have up to 3 business days, from the date of receipt of item x), to review the Planning Updates and, if necessary request further editing and formatting to the Contractor.
- z) The Contractor will have up to 2 business days to perform all necessary edits, formatting, and layout changes required by the Service under item y), and to provide the Service with an updated hard copy (printed) and one CD with all appropriate digital files of the Planning Updates ready for offset printing.

### **3.2 Print Ready**

The Contractor should consider the following as a standard for a camera-ready document. Documents shall be formatted to Service graphics standards, as two-sided page with one to three columns for each page. All maps will be formatted in color. Graphics shall be formatted to CMYK color or grayscale, as specified in the task order, of a quality at least 300 dpi for offset printing.

### **3.3 Service Review**

The Contractor should consider the following as a standard whenever a review by the Service is required. To facilitate review, the Contractor will provide documents to the Service in electronic format. The Service will generally have up to fifteen (10) business days from receipt to complete review. Comments will typically be consolidated by the Service and provided directly to the Contractor.

### **3.4 Administrative Record**

The Service is often required to maintain an administrative record throughout its planning processes. Upon completion of task orders, the Contractor may be required to provide the Service with a copy of any public records in the Contractor's possession. Certain documents may be excluded due to proprietary or attorney-client privilege. However, the Contractor should be aware of this requirement from the start of any project and manage records accordingly.

### **3.5 NEPA Documents**

The analysis of consequences or the public comments may require the Service to modify, refurbish, or expand the size and scope of the EIS. Substantive comments received during the public review of the Final EIS might prompt changes to the ROD. Therefore, this scope of work in no way presumes or predicts the final outcome of any NEPA process, nor the exact number of volumes of the deliverables.

### **3.6 Government Furnished Data and Information**

Existing files, templates, literature, and refuge data and information within refuge files and easily attainable will be made available to the Contractor if found of value to the Contractor.

### **3.8 Information Security**

The Contractor is responsible for maintaining adequate electronic security and backup of all Service projects:

- i. The Contractor may not share any Service files or information without the Service's advanced permission;
- ii. The Contractor must maintain confidentiality of all personal information provided by the Service; and,
- iii. The Contractor must maintain a copy of all Service files for each deliverable for the duration of this contract (plus one calendar year).

### **3.9 Contractor Travel**

When necessary, the Contractor is responsible for all travel costs and will utilize the Federal Travel Regulations for applicable lodging and per-diem rates. Task orders will specifically identify any requirements for official travel.

### **3.10 Performance Evaluation**

At the completion of the task order, the Government will work with the Contractor to complete a performance evaluation of the deliverables. This evaluation will be a two-way communication tool designed to improve performance over the duration of this contract. Factors of evaluation will include, but will not be limited to, quality, timeliness, customer service and satisfaction, and cost.

### **3.11 Urgent Requirements**

Occasionally the Service might have urgent requirements. Such requirements will be identified in the task order. Urgent requirements may impact delivery dates of existing orders. Under such circumstances the Service and Contractor will agree in advance to the priority of each order.

### **3.12 Existing Outlines and Templates**

The Service has developed sample outlines and InDesign templates for many of these types of documents. The Service currently has templates for CCPs, trifold summaries, planning updates and bindings and covers. All existing templates will be provided to the Contractor for their use on Service projects.

## **4.0 PERIOD OF PERFORMANCE**

The start date for this Task Order shall be October 1, 2017 and all work shall be completed by September 30, 2020. This contract may be extended for up to an additional two years or September 30, 2022.

## **5.0 DELIVERABLES**

### **5.1 All deliverables will follow the general tasks above.**

### **5.2 General Specifications (internal review documents)**

- A. The Contractor will provide electronic files of all documents as a CD with all native files for the project (all components and final product) in PC-compatible format/file extensions (and as a high resolution PDF).
- B. The Contractor shall provide one sample hard copy and one CD with digital files (native files including Word or InDesign files and one Adobe .pdf) of all documents.
- C. The Contractor is required to maintain an electronic copy of all documents and templates for the duration of this contract.
- D. Documents shall include front and back covers designed by the Contractor with materials (including Service templates and photographs) supplied by the Service.
- E. Documents shall be prepared in black and white or color copying (as appropriate) including front and back cover, text, maps, and photos as specified in the task order. All maps shall be prepared for color copying.

### **5.3 General Specifications (print documents)**

- A. The Contractor will provide electronic files of all documents as a CD with all native files for the project (all components and final product) in PC-compatible format/file extensions (and as a high resolution PDF).
- B. The Contractor shall provide one sample hard copy and one CD with digital files (native files including Word and InDesign files and one Adobe .pdf) of all documents.
- C. The Contractor is required to maintain an electronic copy of all documents and templates for the duration of this contract.
- D. Documents shall include front and back covers designed by the Contractor with materials (including Service templates and photographs) supplied by the Service.
- E. Documents shall be prepared for copying, with all maps, photos, and color graphics prepared in RGB color (including the front and back covers, appendixes, trifold summary, and planning updates).

### **5.3 Approximate Schedule of Deliverables**

		<u>Delivered to Service</u>
3.1.1	Bear River MBR HMP	December 2017
3.1.2	Charles M. Russell WMD, and Grass Lake, Hailstone, War Horse NWRs final CCP	December 2018
3.1.3	Bear River MBR Final CCP	June 2020
3.1.1	National Bison Range Final CCP	April 2020
3.1.5	Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs final CCP	April 2020

## **DESIGNATED OFFICIALS**

A Contracting Officer's Technical Representative (COTR) will be identified for this task order.

**From:** [Fields, Vanessa](#)  
**To:** [McCollister, Matthew](#)  
**Cc:** [Bernardo Garza](#)  
**Subject:** Re: Request for commenter's names and addresses  
**Date:** Tuesday, October 10, 2017 11:19:34 AM

---

Thanks for the update - if there is anything I can do to help, please let me know.

On Tue, Oct 10, 2017 at 11:18 AM, McCollister, Matthew <[matthew\\_mccollister@fws.gov](mailto:matthew_mccollister@fws.gov)> wrote:

FYI, I'm working on this request, currently waiting for more guidance

On Tue, Oct 10, 2017 at 5:38 AM, Hogan, Kelly <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)> wrote:  
FOIA request.

----- Forwarded message -----

**From:** **Bernie Petersen** <[bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov)>  
**Date:** Mon, Oct 9, 2017 at 11:34 AM  
**Subject:** Fwd: Request for commenter's names and addresses  
**To:** Kelly Hogan <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)>

Sent from my iPhone

Begin forwarded message:

**From:** William Reffalt <(b) (6)>  
**Date:** October 9, 2017 at 10:03:22 AM MDT  
**To:** <[bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov)>  
**Subject:** Request for commenter's names and addresses

Bernie: As a long-time supporter of proper management of the National Bison Range in Montana, a retired refuge administrator and commenter on the FWS Notices of Intent to prepare Comprehensive Conservation Plans for the NBR, and other refuge system units in the Complex, I noted the FWS's advisory that my "entire comment and personal identifying information may be made publicly available at any time."

I hereby request a list of names and address of all people and/or organizations that submitted scoping comments to the Fish and Wildlife Service regional planning office during the initial and extended comment period.

Thanks for your consideration.

William C. Reffalt

(b) (6)

(b) (6)

--

Matthew McCollister  
Wildlife Biologist  
Charles M. Russell National Wildlife Refuge  
Lewistown, MT

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
922 Bootlegger Trail  
Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)

**From:** [Johnson, Dawn](#)  
**To:** [bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov); [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov); [laura\\_king@fws.gov](mailto:laura_king@fws.gov); [matthew\\_mccollister@fws.gov](mailto:matthew_mccollister@fws.gov); [angela.eaton@ttu.edu](mailto:angela.eaton@ttu.edu)  
**Cc:** [Morehouse, Kari](#)  
**Subject:** Draft meeting minutes  
**Date:** Thursday, October 12, 2017 12:34:13 PM  
**Attachments:** [Kickoff Meeting Minutes DRAFT USFS Technical Writing 10-05-2017.docx](#)

---

All-

Attached are the draft meeting minutes for review. Please use track changes and I'll compile all the revisions into the final version.

Sincerely,

**Dawn Johnson PhD**

Senior Biologist

Amec Foster Wheeler Environment & Infrastructure, Inc.

***Now owned by Wood plc***

Austin/Santa Barbara

D/M 805 252 4370

[dawn.johnson@woodplc.com](mailto:dawn.johnson@woodplc.com) [www.woodplc.com](http://www.woodplc.com)

-

---

This message is the property of John Wood Group PLC and/or its subsidiaries and/or affiliates and is intended only for the named recipient(s). Its contents (including any attachments) may be confidential, legally privileged or otherwise protected from disclosure by law. Unauthorised use, copying, distribution or disclosure of any of it may be unlawful and is strictly prohibited. We assume no responsibility to persons other than the intended named recipient(s) and do not accept liability for any errors or omissions which are a result of email transmission. If you have received this message in error, please notify us immediately by reply email to the sender and confirm that the original message and any attachments and copies have been destroyed and deleted from your system.

If you do not wish to receive future unsolicited commercial electronic messages from us, please forward this email to: [unsubscribe@woodplc.com](mailto:unsubscribe@woodplc.com) and include "Unsubscribe" in the subject line. If applicable, you will continue to receive invoices, project communications and similar factual, non-commercial electronic communications.

Please click <http://www.woodplc.com/email-disclaimer> for notices and company information in relation to emails originating in the UK, Italy or France.

---











**From:** [Sean Donahoe](#)  
**To:** [Garza, Bernardo](#)  
**Cc:** [Erika Wettergreen](#)  
**Subject:** Kick-Off Meeting Minutes  
**Date:** Friday, October 13, 2017 3:21:04 PM  
**Attachments:** [DRAFT Minutes - National Bison Range CCPs and ED KickOff Meeting 10\\_13\\_17.docx](#)

---

Bernardo,

Attached please find our meeting minutes for the kick-off meeting. Let us know if you have any edits on this. Have a good weekend! Sean

---

Sean Donahoe, Ph.D.  
Partner, Marstel-Day, LLC  
513 Prince Edward Street, Suite 101  
Fredericksburg, VA 22401  
703.839.5513 (direct)  
540.371.3323 (fax)  
[www.Marstel-Day.com](http://www.Marstel-Day.com)

**DRAFT Meeting Minutes:**  
**Comprehensive Conservation Plans and**  
**Environmental Documentation for the National Bison Range Complex**  
**Kick-Off Meeting held (via conference call) Thursday, 5 October 2017**

---

***Purpose:** The intent of the kick-off meeting is to introduce key USFWS and contract personnel, initiate the project schedule, provide an opportunity to review areas of concern, and clarify any other project related items or concerns.*

---

**Participants:**

*U.S. Fish and Wildlife Service:*

*Bernardo Garza, Planning Team Leader, Branch of Policy of Planning*  
*Jeff King, Project Leader, National Bison Range Complex*  
*Kevin Shinn, Refuge Manager, Lost Trail NWR*  
*Linda Moeder, GIS and Cartography Specialist*  
*Matt McCollister, Wildlife Biologist*  
*Vanessa Fields*

*Marstel-Day, LLC:*

*Sean Donahoe, Project Manager, NEPA Leader*  
*Erika Wettergreen, Deputy Project Manager, Facilitation Leader*

**1. INTRODUCTIONS/ROLES:**

The meeting was kicked-off by Bernardo Garza who introduced the project and provided some background on the effort. Bernardo then asked each participant to introduce themselves as well as describe their role related to this project. He then introduced the agenda for the meeting (See Attachment A). Bernardo provided some additional information on the status of the project within the CCP development process. Letters have been sent out to agencies to invite them into the process. Five agencies responded with interest in being cooperation agencies for this effort, including the Kootenai tribe; Lake County; Sander County; Montana Department of Fish, Wildlife and Parks; and the Bureau of Indian Affairs, Northwest Office. USFWS Region 6 staff and NBR Complex staff have met with the cooperating agencies to discuss the process for completing the CCP.

**2. REVIEW CONTRACT / SCOPE OF WORK**

Sean provided a description of the Project Management Plan as well as an overview of the tasks covered under Task 3.1 General Services (Kick-off, Meeting Summary Reports, Admin Record).

*Noteworthy Discussion Points*

- Sean will be the Marstel-Day Project Manager, and the POC / lead for the NEPA analysis tasks; while Erika Wettergreen will be the Deputy Project Manager, and the POC / lead for the facilitation tasks. Sean and Erika will coordinate directly with Bernardo.
- PMP will include a schedule that will reflect how the tasks/ deliverables associated with this project nests within the larger CCP development/ NEPA process.
- Service participants brought up the possible IT challenges with utilizing a contractor SharePoint site. Bernardo has subsequently coordinated with IT staff within USFWS and determined that alternative file sharing software will need to be used to comply with security requirements (FILESHARE is a viable option). Access also needs to be provided to the Cooperating Agencies identified.

- Marstel-Day will prepare meeting summary reports throughout the course of the project and manage the Administrative Record for both CCP/NEPA documents.

Erika provided an overview of the tasks covered under Task 3.2 Facilitation Services Internal: Additional Meetings, Vision/Goals Workshop, Alternatives Workshop, Objectives and Strategies Workshop, and Impact Analysis Workshop.

#### *Noteworthy Discussion Points*

- Service participants stated their preference for holding two separate Alternatives Workshops. The original USFWS SOW and the Marstel-Day Technical Approach describe a single three day workshop to cover both CCPs.
- It was decided to adjust the task to conduct two back to back Alternatives Workshops for a total of four consecutive days. One workshop would focus on the NBR CCP/ EIS. The other workshop will focus on the CCP/EA for the rest of the NBR Complex NWRs and WMDs. The two workshops will likely occur in two different locations.

Erika provided an overview of the tasks covered under Task 3.3 Facilitation Services External: Public Meetings

#### *Noteworthy Discussion Points*

- The meeting participants discussed the focus of the four public meetings. It was determined that there should be separate meetings for the NBR CCP/EIS and the CCP/EA for the rest of the NBR Complex NWRs and WMDs. This way comments/ questions could be focused on the particular CCP/ NEPA document.
- The EA process will be stretched so that it will mirror the timeline of the EIS. This will accommodate the conduct of the meetings at the same time.

Sean described the tasks associated with 3.4 NEPA Analysis: Cumulative Impacts, General Impacts, Comment Analysis

#### *Noteworthy Discussion Points*

- Marstel-Day will assist the Service with analyzing cumulative effects for both NEPA documents, while the Service will provide GIS and mapping support.
- Marstel-Day will compile and summarize the results of the Impact Analysis Workshop and prepare summary tables outlining the direct and indirect effects for both NEPA documents. Marstel-Day will assist the Service in summarizing the direct and indirect effects for the Draft NEPA documents.
- Marstel-Day will assist the Service in organizing and coding comments received on both NEPA documents. The Service will initially process the comments and prepare responses, while Marstel-Day will review the comment responses and recommend changes to the CCP/NEPA documents. The Service will revise the CCP/NEPA documents based on the organized comments. Marstel-Day will then compile the comments for inclusion as an appendix to the CCP/NEPA document and for the Administrative Record.

### **3. CCP UPDATES / NEXT STEPS**

Bernardo mentioned that the Service held public scoping meetings for both CCPs over the summer. The scoping process ended on September 30<sup>th</sup>. He is waiting to see if any additional comments are submitted via postal mail and will provide the Scoping Report once prepared and ready for distribution.

Sean and Erika will work on developing the PMP, including the schedule, and will submit to Bernardo for Service review and comment.

### **4. NEAR-TERM NEEDS AND SCHEDULE / NEXT MEETING**

Bernardo announced that the Vision and Goals workshop (which will cover both CCPs) is scheduled for November 7<sup>th</sup>. Since this meeting was not include in the final contract award, Marstel-Day will not be participating or supporting the meeting. Bernardo also announced that it is likely that the Alternatives Workshops will occur in the January timeframe.

## Attachment A

### Kick-Off Meeting Agenda Comprehensive Conservation Plans and Environmental Documentation for the National Bison Range Complex

Thursday, 5 October 2017

---

10:00 - 11:30 AM MT; Teleconference #: 866-644-1852; Passcode #: 8875993

## 1. Introductions / Roles - All

### U.S. Fish and Wildlife Service:

Kelly Hogan, Acting Chief of the Branch of Policy and Planning  
Bernardo Garza, Planning Team Leader, Branch of Policy of Planning  
Jeff King, Project Leader, National Bison Range Complex  
Kevin Shinn, Refuge Manager, Lost Trail NWR  
Linda Moeder, GIS and Cartography Specialist  
Matt McCollister, Wildlife Biologist

### Marstel-Day, LLC:

Sean Donahoe, Project Manager, NEPA Leader  
NEPA Technical Support Team: Jenn Allen, Tanya Perry, Elizabeth Powell, Elizabeth Pratt, Erika Wettergreen, Mary Young  
Erika Wettergreen, Deputy Project Manager, Facilitation Leader  
Facilitation/Meeting Technical Support Team: Jessica Aiello, Sandra Davis, Leandra Jacobson, Elizabeth Powell, Dave Sale

## 2. Review Contract / Scope of Work – Marstel-Day

- Project Management Plan
- 3.1 General Services: Kick-off, Meeting Summary Reports, Admin Record
- 3.2 Facilitation Services Internal: Additional Meetings, Vision/Goals Workshop, Alternatives Workshop, Objectives and Strategies Workshop, Impact Analysis Workshop
- 3.3 Facilitation Services External: Public Meetings
- 3.4 NEPA Analysis: Cumulative Impacts, General Impacts, Comment Analysis

## 3. CCP Updates / Next Steps – Service

## 4. Near-term Needs and Schedule / Next Meeting – Service

## 5. Q&A



Dear Ms. Reneau

In response to your email of October 13, 2017, I would like to thank you for providing comments and participating in the scoping process for the National Bison Range (NBR). As stated in the May 18, 2017 Federal Register notice public comments are part of the official record and commenters are cautioned that; “... *including your address, phone number, email address, or other personal identifying information in your comment, you should be aware that your entire comment—including your personal identifying information—may be made publicly available at any time. While you can ask us in your comment to withhold your personal identifying information from public review, we cannot guarantee that we will be able to do so.*” In addition, Public Law No. 114-185 entitled the “FOIA Improvement Act of 2016” requires federal agencies to make records available in electronic format if they have been requested 3 or more times. The U.S. Fish and Wildlife Service has received at least requests for copies of comments provided as part of the NBR Scoping process. Comments are available on the Planning website at .....

Thank you for your interest in the NBR. If I can be of any additional assistance please feel free to contact me, or Will Meeks.

**From:** [McCollister, Matthew](#)  
**To:** [Bernardo Garza](#); [Vanessa Fields](#)  
**Subject:** Fwd: Release the names, addresses, phone numbers, faxes, emails and complete letters during the CCP process at the National Bison Range  
**Date:** Monday, October 16, 2017 10:06:07 AM  
**Attachments:** [Reneau NBR response.docx](#)

---

----- Forwarded message -----

**From:** **Hogan, Kelly** <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)>  
**Date:** Mon, Oct 16, 2017 at 7:35 AM  
**Subject:** Fwd: Release the names, addresses, phone numbers, faxes, emails and complete letters during the CCP process at the National Bison Range  
**To:** "McCollister, Matthew" <[matthew\\_mccollister@fws.gov](mailto:matthew_mccollister@fws.gov)>

Matt...we can talk when you get in. I started a draft, attached.  
k

----- Forwarded message -----

**From:** **Will Meeks** <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>  
**Date:** Sun, Oct 15, 2017 at 8:26 AM  
**Subject:** Re: Release the names, addresses, phone numbers, faxes, emails and complete letters during the CCP process at the National Bison Range  
**To:** "Hogan, Kelly" <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)>

Yes please, on Monday. Just a short note in reply. Use Noreen's voice. Include this rule of three.

Are the comments posted yet? It would be ideal if we could say they are. Please see we get those up ASAP.

Will Meeks  
U.S. Fish and Wildlife Service  
Mountain-Prairie Region  
Assistant Regional Director  
National Wildlife Refuge System  
303-236-4303(w)  
720-541-0310 (c)

On Oct 14, 2017, at 7:28 PM, Hogan, Kelly <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)> wrote:

Do I still need to write something?

On Sat, Oct 14, 2017 at 7:01 PM, Hogan, Kelly <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)> wrote:  
Sorry for the typo....this helps

On Sat, Oct 14, 2017 at 6:58 PM, Hogan, Kelly <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)> wrote:

I hope the helps...rule of 3..<https://www.justice.gov/oip/oip-summary-foia-improvement-act-2016>

On Sat, Oct 14, 2017 at 9:39 AM, Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)> wrote:

Lori,

I'm asking Kelly to prepare a succinct response for Noreen. I'd like you to review please. Thanks.

Will Meeks  
U.S. Fish and Wildlife Service  
Mountain-Prairie Region  
Assistant Regional Director  
National Wildlife Refuge System  
303-236-4303(w)  
720-541-0310 (c)

Begin forwarded message:

**From:** Susan Reneau <(b) (6)>  
**Date:** October 13, 2017 at 7:41:35 PM MDT  
**To:** <[bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov)>, <[kathy\\_mcpeak@fws.gov](mailto:kathy_mcpeak@fws.gov)>, 'Noreen Walsh' <[noreen\\_walsh@fws.gov](mailto:noreen_walsh@fws.gov)>, 'Will Meeks' <[Will\\_Meeks@fws.gov](mailto:Will_Meeks@fws.gov)>  
**Subject:** Release the names, addresses, phone numbers, faxes, emails and complete letters during the CCP process at the National Bison Range

Dear Bernie Petersen, Kathy McPeak, Noreen Walsh, Will Meeks, and the U.S. Fish and Wildlife Service:

I understand that a special interest group has demanded that the names, addresses, all contact information and actual letters from everyone who submitted comments about the CCP process at the National Bison Range Complex prior to the U.S. Fish and Wildlife Service releasing a summary of all the comments or releasing to the public any information about with has been said at the CCP meetings so far. At each meeting we have attended we have been assured that all comments will be appreciated and included in summaries promptly. Yet, I hear that this special interest group is demanding a copy of all the letters with all the private contact information of

the people and organizations that submitted comments and no summaries have yet to be produced for any of the CCP public meetings. No other special interest group or individual has demanded such information.

The last time this same special interest group demanded such information when an annual funding agreement was being considered at the National Bison Range Complex, this private information was used to harass people that wrote letters that objected to the special interest group taking over inherently federal jobs, tasks and federal money at the National Bison Range Complex so such an extent that many people said they would never participate in any "public" process again. Some of those people harmed in the public process from 2003 to 2005 were CSKT members as well as private citizens living near the National Bison Range that objected to federal workers losing their jobs to be replaced by AFA workers with no experience.

Releasing this information to such an organization that did not handle private information properly is inappropriate and I object. This group can receive the same summaries as any other group or individual and you should consider the facts surrounding them when they received similar information during the annual funding agreement open comment process in 2005 that was misused.

Thank you for your consideration.

Susan Campbell Reneau

Private citizen

--

Matthew McCollister  
Wildlife Biologist  
Charles M. Russell National Wildlife Refuge  
Lewistown, MT

**From:** [McCollister, Matthew](#)  
**To:** [Bernardo Garza](#); [Vanessa Fields](#)  
**Subject:** Fwd: NBR comment request #2  
**Date:** Monday, October 16, 2017 10:56:58 AM

---

this was from a couple days later

----- Forwarded message -----

**From:** **McCollister, Matthew** <[matthew\\_mccollister@fws.gov](mailto:matthew_mccollister@fws.gov)>  
**Date:** Mon, Oct 16, 2017 at 10:47 AM  
**Subject:** NBR comment request #2  
**To:** Cathey Willis <[cathey\\_willis@fws.gov](mailto:cathey_willis@fws.gov)>

----- Forwarded message -----

**From:** **McCollister, Matthew** <[matthew\\_mccollister@fws.gov](mailto:matthew_mccollister@fws.gov)>  
**Date:** Tue, Oct 10, 2017 at 12:20 PM  
**Subject:** Re: FW: Information Request  
**To:** Bernie Petersen <[bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov)>

sounds good

On Tue, Oct 10, 2017 at 12:14 PM, Bernie Petersen <[bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov)> wrote:

Matt,

Another request. I have a call into our SOL to check on if we can send the info since they are both on the list for the law suit. As soon as I hear back I will let you know.

Bernard J Petersen

Refuge Supervisor for Colorado, Montana, Utah, Wyoming

US Fish and Wildlife Service Region 6

National Wildlife Refuge System

303-236-4310 W

720-708-8026 Cell

---

**From:** (b) (6) [mailto:(b) (6)]  
**Sent:** Tuesday, October 10, 2017 11:02 AM  
**To:** Bernie Petersen  
**Subject:** Information Request

As a former manager of the National Bison Range, a nearly 40 year retired refuge manager, administrator and commenter on the FWS Notices of Intent to prepare Comprehensive Conservation Plans for the NBR, I have been advised of the FWS's notice that my "entire comment and personal identifying information may be publicly available at any time."

I hereby request a list of names and addresses of all people and/or organizations that submitted scoping comments to the FWS regional planning office during the initial and extended comment period.

Thanks for your consideration.

Joseph P. Mazzoni, Sr.

(b) (6)

--

Matthew McCollister  
Wildlife Biologist  
Charles M. Russell National Wildlife Refuge  
Lewistown, MT

--

Matthew McCollister  
Wildlife Biologist  
Charles M. Russell National Wildlife Refuge  
Lewistown, MT

--

Matthew McCollister  
Wildlife Biologist  
Charles M. Russell National Wildlife Refuge  
Lewistown, MT



**From:** [Hogan, Kelly](#)  
**To:** [Bernardo Garza](#); [vanessa fields](#); [McCollister, Matthew](#)  
**Subject:** Comments on the web  
**Date:** Tuesday, October 17, 2017 7:50:50 AM

---

Morning Guys

Lori noticed some of the comments posted on the web have been redacted. Can you guys take a look and make sure we have the correct version. They may be comments which were redacted when we received them but worth checking.

Thanks,  
Kelly

**From:** [McCollister, Matthew](#)  
**To:** [Hogan, Kelly](#)  
**Cc:** [Bernardo Garza](#); [lori.caramanian@sol.doi.gov](mailto:lori.caramanian@sol.doi.gov); [vanessa fields](#)  
**Subject:** Re: Comments on the web  
**Date:** Tuesday, October 17, 2017 8:12:49 AM

---

I think I found the redacted parts of the NBRC Comments that she is referring to (some emails that have addresses blacked out). Those comments are a part of the comment packet that CSKT sent to us. I believe the tribe edited those before submitting them, we do not have those in an un-redacted form. The comments on the website are an electronic copy of the paper files we have been keeping in the RO. Please let me know if there are other potential problems, thanks.

On Tue, Oct 17, 2017 at 7:50 AM, Hogan, Kelly <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)> wrote:

Morning Guys

Lori noticed some of the comments posted on the web have been redacted. Can you guys take a look and make sure we have the correct version. They may be comments which were redacted when we received them but worth checking.

Thanks,  
Kelly

--

Matthew McCollister  
Wildlife Biologist  
Charles M. Russell National Wildlife Refuge  
Lewistown, MT

**From:** [Lori Caramanian](#)  
**To:** [McCollister, Matthew](#)  
**Cc:** [Hogan, Kelly](#); [Bernardo Garza](#); [vanessa fields](#)  
**Subject:** Re: Comments on the web  
**Date:** Tuesday, October 17, 2017 8:13:45 AM

---

Ok that answers the question. Thanks. Just wanted to make sure we were being consistent.

Sent from my iPhone

On Oct 17, 2017, at 10:12 AM, McCollister, Matthew <[matthew\\_mccollister@fws.gov](mailto:matthew_mccollister@fws.gov)> wrote:

I think I found the redacted parts of the NBRC Comments that she is referring to (some emails that have addresses blacked out). Those comments are a part of the comment packet that CSKT sent to us. I believe the tribe edited those before submitting them, we do not have those in an un-redacted form. The comments on the website are an electronic copy of the paper files we have been keeping in the RO. Please let me know if there are other potential problems, thanks.

On Tue, Oct 17, 2017 at 7:50 AM, Hogan, Kelly <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)> wrote:  
Morning Guys

Lori noticed some of the comments posted on the web have been redacted. Can you guys take a look and make sure we have the correct version. They may be comments which were redacted when we received them but worth checking.

Thanks,  
Kelly

--

Matthew McCollister  
Wildlife Biologist  
Charles M. Russell National Wildlife Refuge  
Lewistown, MT

**From:** [Garza, Bernardo](#)  
**To:** [Bernie Petersen](#)  
**Subject:** Re: Quick Question  
**Date:** Monday, October 30, 2017 2:40:51 PM

---

That would be great.

What time?

Here's a teleconference number and passcode we could use:

(b) (5) commercial privilege  
passcode (b) (5) commercial #

Thanks

On Mon, Oct 30, 2017 at 2:32 PM, Bernie Petersen <[bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov)> wrote:

I am going to be tied up this afternoon but we could talk in the morning

Bernard J Petersen

Refuge Supervisor for Colorado, Montana, Utah, Wyoming

US Fish and Wildlife Service Region 6

National Wildlife Refuge System

303-236-4310 W

720-708-8026 Cell

**From:** Garza, Bernardo [mailto:[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]  
**Sent:** Monday, October 30, 2017 2:25 PM  
**To:** Bernie Petersen  
**Cc:** Vanessa Fields  
**Subject:** Re: Quick Question

Bernie,

Do you think you, Vanessa and I could have a quick conference call yet today?

On Mon, Oct 30, 2017 at 1:53 PM, Bernie Petersen <[bernie\\_petersen@fws.gov](mailto:bernie_petersen@fws.gov)> wrote:

This was just a quick meeting to introduce Vanessa to the staff before the formal meeting in Polson. You don't need to cram your schedules to make it here just for that. Is there a need to get together prior to the start of the meeting on Tuesday?

Bernard J Petersen

Refuge Supervisor for Colorado, Montana, Utah, Wyoming

US Fish and Wildlife Service Region 6

National Wildlife Refuge System

303-236-4310 W

720-708-8026 Cell

**From:** Garza, Bernardo [mailto:[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]

**Sent:** Monday, October 30, 2017 1:45 PM

**To:** Bernie Petersen

**Subject:** Quick Question

Hello Bernie,

Regarding next Monday's meeting with NBR staff, did you have a time of day and meeting length in mind?

Kelly, Matt and I are trying to figure out our travel to make it to the meeting, but there aren't many options.

Would it work for you and the staff if we arrived at NBR @ 2:45 pm for the meeting on Monday?

Please advise so we can finalize tweaking our travel plans

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Policy and Planning**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Policy and Planning**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Policy and Planning**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

**From:** [Johnson, Dawn](#)  
**To:** [Garza, Bernardo](#)  
**Subject:** [CAUTION ADVISED] RE: AMEC's 1st Invoice  
**Date:** Wednesday, November 15, 2017 9:46:08 AM  
**Attachments:** [Progress Report 1\\_FWS Technical Editing\\_USFWS Order F17PB00358.docx](#)

---

Was the progress report attached to the invoice? If not, here it is. That will provide the back up to show what we accomplished to match the invoicing.

**From:** Garza, Bernardo [mailto:[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]  
**Sent:** Wednesday, November 15, 2017 10:35 AM  
**To:** Johnson, Dawn <[dawn.johnson@woodplc.com](mailto:dawn.johnson@woodplc.com)>  
**Subject:** Re: AMEC's 1st Invoice

Thank you Dawn.

I was quite sure that is what we were being billed for, but I wanted to confirm it with you.

No need for you to modify anything.

I'll request that our purchasing officer release the payment for AMEC.

Take care,

Bernardo

On Wed, Nov 15, 2017 at 9:25 AM, Johnson, Dawn <[dawn.johnson@woodplc.com](mailto:dawn.johnson@woodplc.com)> wrote:

Yes the billed amounts are for the calls and the meeting minutes that went with them. Seemed unnecessary to split such a small amount over every single task. I can modify that if you prefer.

**From:** Garza, Bernardo [mailto:[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]  
**Sent:** Wednesday, November 15, 2017 10:23 AM  
**To:** Johnson, Dawn <[Dawn.Johnson@amecfw.com](mailto:Dawn.Johnson@amecfw.com)>  
**Subject:** AMEC's 1st Invoice

Good morning Dawn,

We've received AMEC's 1st invoice for work related to writing/editing for Contract Number GS-00F-314CA in the amount of \$1,000.00.

AMEC's invoice specifically bills us for work on Task 1, subtask 1a, and Task 2, subtask 2a.

Is the billed amount for the initial pre-coordination meeting (conference call) work and the coordination meeting (conference call) we had a couple of months ago?

--

**Bernardo Garza**

**Planning Team Leader**  
**Branch of Planning and Policy**  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

---

This message is the property of John Wood Group PLC and/or its subsidiaries and/or affiliates and is intended only for the named recipient(s). Its contents (including any attachments) may be confidential, legally privileged or otherwise protected from disclosure by law. Unauthorised use, copying, distribution or disclosure of any of it may be unlawful and is strictly prohibited. We assume no responsibility to persons other than the intended named recipient(s) and do not accept liability for any errors or omissions which are a result of email transmission. If you have received this message in error, please notify us immediately by reply email to the sender and confirm that the original message and any attachments and copies have been destroyed and deleted from your system.

If you do not wish to receive future unsolicited commercial electronic messages from us, please forward this email to: [unsubscribe@woodplc.com](mailto:unsubscribe@woodplc.com) and include "Unsubscribe" in the subject line. If applicable, you will continue to receive invoices, project communications and similar factual, non-commercial electronic communications.

Please click <http://www.woodplc.com/email-disclaimer> for notices and company information in relation to emails originating in the UK, Italy or France.

---

--

**Bernardo Garza**  
**Planning Team Leader**  
**Branch of Planning and Policy**  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

---

This message is the property of John Wood Group PLC and/or its subsidiaries and/or affiliates and is intended only for the named recipient(s). Its contents (including any attachments) may be confidential, legally privileged or otherwise protected from disclosure by law. Unauthorised use, copying, distribution or disclosure of any of it may be unlawful and is strictly prohibited. We assume no responsibility to persons other than the intended named recipient(s) and do not accept liability for any errors or omissions which



are a result of email transmission. If you have received this message in error, please notify us immediately by reply email to the sender and confirm that the original message and any attachments and copies have been destroyed and deleted from your system.

If you do not wish to receive future unsolicited commercial electronic messages from us, please forward this email to: [unsubscribe@woodplc.com](mailto:unsubscribe@woodplc.com) and include "Unsubscribe" in the subject line. If applicable, you will continue to receive invoices, project communications and similar factual, non-commercial electronic communications.

Please click <http://www.woodplc.com/email-disclaimer> for notices and company information in relation to emails originating in the UK, Italy or France.

---

## **\$PROGRESS REPORT #1**

**Reporting Period for Services Provided:** September 22, 2017 – October 17, 2017

**Project: Writing, Editing, Formatting, and Section 508 Compliance for Various Refuges, Region 6**

<u>GSA CONTRACT #:</u>	GS-00F-314CA	<u>PROJECT PERIOD OF PERFORMANCE:</u> 9/22/17 to 9/30/20
<u>USFWS BPA AGREEMENT #:</u>	F17PA00026	<u>PREPARED FOR:</u> Bernardo Garza, Project Manager
<u>ORDER #:</u>	F17PB00358	<u>PREPARED BY:</u> Dawn Johnson, Project Manager
<u>REQUISITION REFERENCE #:</u>	0040351680	Amec Foster Wheeler Environment & Infrastructure, Inc.
		Amec Foster Wheeler Project #: GSA314C001

### 1. Services Provided during this Reporting Period:

- Completed overall contract kickoff call on October 5, 2017. Draft meeting minutes distributed on October 12, 2017. Awaiting comments.

Task Number: Location(s)	Deliverables	Estimated Completion	Actual Completion
Task 1: Bear River MBR HMP and EA	Draft HMP and EA	11/2017	
	Final HMP	4/2018	
Task 2: Russell WMD and Grass Lake, Hailstone, Lake Mason, and War Horse NWRs	Draft CCP and EA	6/2018	
	Final CCP and FONSI	12/2018	
	Trifold Summary	12/2018	
Task 3: Bear River MBR	Draft CCP and EA	1/2020	
	Final CCP and FONSI	6/2020	
	Trifold Summary	6/2020	
	Planning Updates 1, 2, 3	6/2020	
Task 4: National Bison Range	Draft CCP and EIS	7/2019	
	Final EIS	11/2019	
	Final EIS REVISED - Optional	1/2020	
	Final CCP and ROD	4/2020	
	Trifold Summary	4/2020	
	Planning Updates 2, 3	4/2020	
Task 5: Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs	Draft CCP and EA	8/2019	
	Final CCP and FONSI	4/2020	
	Trifold Summary	4/2020	
	Planning Updates 2, 3	4/2020	

## 2. Task Completion:

Initial Award = \$149,110.00 (Line 0010). This award covers 100% of Tasks 1, 2 and 3. The remainder can be used toward Tasks 4 and/or 5.

Task Number: Location(s)	Deliverables	Task Price	% Complete
Task 1: Bear River MBR HMP and EA	1a: Draft HMP and EA	\$14,190.03	4%
	1b: Final HMP	\$8,852.68	
Task 2: Russell WMD and Grass Lake, Hailstone, Lake Mason, and War Horse NWRs	2a: Draft CCP and EA	\$15,159.58	3%
	2b: Final CCP and FONSI	\$11,411.49	
	2c: Trifold Summary	\$3,794.84	
Task 3: Bear River MBR	3a: Draft CCP and EA	\$15,866.93	
	3b: Final CCP and FONSI	\$11,330.74	
	3c: Trifold Summary	\$3,363.32	
	3d: Planning Updates 1, 2, 3	\$6,736.20	
	<b>Subtotal</b>	<b>\$90,705.83</b>	<b>\$1,000.00</b>
Task 4: National Bison Range	4a: Draft CCP and EIS	\$23,338.24	
	4b: Final EIS	\$17,049.38	
	4c: Final EIS REVISED - Optional	\$9,714.99	
	4d: Final CCP and ROD	\$12,962.82	
	4e: Trifold Summary	\$3,363.32	
	4f: Planning Updates 2, 3	\$4,768.44	
Task 5: Lost Trail, Ninepipe, and Pablo NWRs, and NW Montana WMDs	5a: Draft CCP and EA	\$20,471.53	
	5b: Final CCP and FONSI	\$9,479.24	
	5c: Trifold Summary	\$3,363.32	
	5d: Planning Updates 2, 3	\$4,609.99	
	<b>Subtotal (Available)</b>	<b>\$58,494.17</b>	

Invoices:

#1 M20103### 10/27/2017 \$1,000.00 (4% Task 1a and 3% Task 2a; Line 00010)

**From:** [Sean Donahoe](#)  
**To:** [Garza, Bernardo](#)  
**Cc:** [Erika Wettergreen](#)  
**Subject:** Draft Project Management Plan for the CCPs and Environmental Documentation for the National Bison Range Complex  
**Date:** Thursday, November 30, 2017 2:21:19 PM  
**Attachments:** [DRAFT PMP Bison CCP NEPA Support 11-30-17.pdf](#)  
[DRAFT PMP Bison CCP NEPA Support 11-30-17.docx](#)  
[PMP - Comment Response Matrix.xlsx](#)

---

Hi Bernardo,

I hope you had a good Thanksgiving Day break. Attached please find a draft copy of the Project Management Plan for the contract, which includes a notional schedule for executing the CCP/NEPA work for the National Bison Range Complex. We've also included a detailed Microsoft Project Gantt Chart (see Appendix B) that provides milestones and more details on how Marstel-Day would support the Service throughout the project. This Gantt Chart/PMP are living documents that would be updated as directed by the Service.

Let us know what comments you have and we can incorporate those into the PMP. If you prefer, you can provide comments as comments/track changes in the Word version, the comment response matrix in Excel, or whatever form works best for you. Take care, Sean

---

Sean Donahoe, Ph.D.  
Partner, Marstel-Day, LLC  
513 Prince Edward Street, Suite 101  
Fredericksburg, VA 22401  
703.839.5513 (direct)  
540.371.3323 (fax)  
[www.Marstel-Day.com](http://www.Marstel-Day.com)

---

**From:** Sean Donahoe  
**Sent:** Friday, October 13, 2017 5:19 PM  
**To:** Garza, Bernardo <bernardo\_garza@fws.gov>  
**Cc:** Erika Wettergreen <ewettergreen@marstel-day.com>  
**Subject:** Kick-Off Meeting Minutes

Bernardo,

Attached please find our meeting minutes for the kick-off meeting. Let us know if you have any edits on this. Have a good weekend! Sean

---

Sean Donahoe, Ph.D.  
Partner, Marstel-Day, LLC  
513 Prince Edward Street, Suite 101  
Fredericksburg, VA 22401  
703.839.5513 (direct)  
540.371.3323 (fax)

[www.Marstel-Day.com](http://www.Marstel-Day.com)

**COMPREHENSIVE CONSERVATION PLANS AND  
ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX  
PROJECT MANAGEMENT PLAN**

---

Version 1.0

11/30/2017

---

## **VERSION HISTORY**

The development and distribution of the Project Management Plan (PMP) was initiated December 1, 2017. Any changes to the PMP have since been controlled and tracked in the following table provides the version number, the author implementing the version, the date of the version, the name of the person approving the version, the date the version was approved, and a brief description of the reason for creating the revised version.

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason for Revision
1.X	<i>Author name</i>	<i>mm/dd/yyyy</i>	<i>Name</i>	<i>mm/dd/yyyy</i>	<i>Reason</i>

## **TABLE OF CONTENTS**

<b>1</b>	<b>PROJECT MANAGEMENT PLAN OBJECTIVE.....</b>	<b>4</b>
<b>2</b>	<b>INTRODUCTION.....</b>	<b>4</b>
<b>3</b>	<b>PROJECT SCOPE.....</b>	<b>4</b>
3.1	Project Tasks Identified in the Scope of work .....	5
3.2	Work Breakdown Structure.....	5
3.3	Work Breakdown Structure Matrix.....	6
3.4	Change Control Record.....	10
3.5	Change Matrix.....	10
<b>4</b>	<b>PROJECT PERSONNEL.....</b>	<b>10</b>
4.1	Marstel-Day Team Matrix.....	10
4.2	Client Points of Contact .....	10
<b>5</b>	<b>QUALITY CONTROL PLAN.....</b>	<b>11</b>
<b>6</b>	<b>RISK MANAGEMENT PLAN.....</b>	<b>11</b>
6.1	Risk Log .....	12
<b>APPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL</b>		
<b>APPENDIX B: PROJECT SCHEDULE GANTT CHART</b>		



## **PROJECT MANAGEMENT PLAN OBJECTIVE**

This work plan is a summary and guide for *Comprehensive Conservation Plans and Environmental Documentation for National Bison Range Complex* implementation. The intended audience is all project stakeholders including the client, senior leadership, and the project team.

## **INTRODUCTION**

As required by the National Wildlife Refuge Improvement Act, the U.S. Fish and Wildlife Service (Service) is preparing comprehensive conservation plans (CCP) for the National Bison Range Complex (Complex), which includes:

- Lost Trail National Wildlife Refuge
- National Bison Range
- Ninepipe National Wildlife Refuge
- Northwest Montana Wetland Management District – Flathead County
- Northwest Montana Wetland Management District – Lake County
- Pablo National Wildlife Refuge

The CCPs will set the management direction and use of all the units of the Complex for 15 years. Additionally, as required by Service policy and the National Environmental Policy Act (NEPA), the Service will prepare appropriate environmental documents (ED).

Marstel-Day shall provide and coordinate all work necessary for development of a CCP and ED that conforms to the Improvement Act, NEPA requirements and Department of Interior's policies and procedures for implementing NEPA and the Service's policies on planning and compatibility, in accordance with the tasks outlined in the Statement of Work (SOW). Two planning team leaders will be assigned to this project and will be co-leads for the CCP development providing overall direction and guidance to the Marstel-Day team.

## **PROJECT SCOPE**

The scope is for assistance in the development of two CCPs and associated EDs. One CCP and an environmental impact statement (EIS) will be developed for the National Bison Range. One CCP and an environmental assessment (EA) will be developed for all the other units of the Complex. Tasks include facilitation of a variety of public and planning team meetings and internal workshops and other associated tasks to support communicating to the public. Additionally, Marstel-Day will assist in preparing workshop materials, such as maps, graphics, and project information sheets. Marstel-Day will also provide support for various pieces of the NEPA analysis including: cumulative effects analysis; assisting the staff in determining the direct and indirect effects of the alternatives; and comments analysis. In all cases, the Service would provide guidance in all phases of the plan development and analysis.

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

## **1.1 PROJECT TASKS IDENTIFIED IN THE SCOPE OF WORK**

<b>Comprehensive Conservation Plans and Environmental Documentation For National Bison Range Complex</b>
<b>Task 3.1 GENERAL</b>
Task 3.1.1 Meeting summary reports
Task 3.1.2 Administrative Record
<b>Task 3.2 FACILITATION SERVICES INTERNAL*</b>
Task 3.2.2 Additional meetings
Task 3.2.4 Alternatives Workshop
Task 3.2.5 Objectives and Strategies Workshop
Task 3.2.6 Impacts Analysis Workshop
<b>Task 3.3 FACILITATION SERVICES EXTERNAL</b>
Task 3.3.1 Organization and facilitation of a variety of public meetings
<b>Task 3.4 NEPA ANALYSIS SUPPORT**</b>
Task 3.4.1 Cumulative Impacts Analysis
Task 3.4.2 General Impacts Analysis
Task 3.4.3 Comment Analysis
<p><i>*Task 3.2.1 Cooperating Agencies Meeting / Team Building and Task 3.2.3 Vision and goals workshop were not included in the awarded contract. USFWS had completed/ scheduled those tasks prior to the contract being awarded so contractor support was not needed.</i></p> <p><i>** Task 3.4 NEPA ANALYSIS SUPPORT was not funded with the initial contract award. USFWS anticipates funds will be available in FY18 for those tasks.</i></p>

## **1.2 WORK BREAKDOWN STRUCTURE**

The Work Breakdown Structure (WBS) identifies the tasks and subtasks to be completed for this contract. The rows in the table that are **bolded** identify a major deliverable milestone. Each task identifies a target date, desired deliverable, number of business days to complete the task, and anticipated schedule. Since there are two types of NEPA documents associated with this project, tasks/dates have been shown for the EIS and EA separately. Most of the dates for the two NEPA documents align yet they are shown separately to accommodate any potential schedule shifts that may occur with either document during the life of this project.

*The following table includes tasks/subtasks that will be accomplished by USFWS, Marstel-Day, and both. This designation has been color coded on the Project Schedule Gantt Chart, which can be found in Appendix B. As stated above, all Marstel-Day deliverables (based on the SOW) have been identified with bold text.*

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

**1.3 WORK BREAKDOWN STRUCTURE MATRIX**

<b>Project Task</b>	<b>Duration</b>	<b>Start Date</b>	<b>End Date</b>
<i>Kickoff Meeting</i>	<i>16 days</i>	<i>21-Sep-17</i>	<i>12-Oct-17</i>
Prepare for Kickoff Meeting	11 days	21-Sep-17	5-Oct-17
Conduct Kickoff Meeting (teleconference)	0 days	5-Oct-17	5-Oct-17
Prepare Meeting Summary Report	5 days	6-Oct-17	12-Oct-17
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>12-Oct-17</b>	<b>12-Oct-17</b>
<i>Facilitate Alternatives Workshop</i>	<i>81 days</i>	<i>13-Oct-17</i>	<i>2-Feb-18</i>
Identify and Reserve Location	2 wks	13-Oct-17	26-Oct-17
Plan & Prepare Materials	27 days	8-Dec-17	15-Jan-18
<b>Material Review &amp; Workshop Organization Discussion</b>	<b>5 days</b>	<b>16-Jan-18</b>	<b>22-Jan-18</b>
<b>Conduct Alternatives Workshops (EA &amp; EIS)</b>	<b>4 days</b>	<b>23-Jan-18</b>	<b>26-Jan-18</b>
Prepare Meeting Summary Report	5 days	29-Jan-18	2-Feb-18
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>2-Feb-18</b>	<b>2-Feb-18</b>
<b>Comprehensive Conservation Plan / Environmental Impact Statement</b>	<b>715 days</b>	<b>29-Jan-18</b>	<b>23-Oct-20</b>
<i>Facilitate Objectives and Strategies Workshop</i>	<i>55 days</i>	<i>23-Apr-18</i>	<i>6-Jul-18</i>
Identify and Reserve Location	2 wks	23-Apr-18	4-May-18
Plan & Prepare Materials	2 mons	23-Apr-18	15-Jun-18
<b>Material Review &amp; Workshop Organization Discussion</b>	<b>5 days</b>	<b>18-Jun-18</b>	<b>22-Jun-18</b>
<b>Conduct Objectives &amp; Strategies Workshops</b>	<b>4 days</b>	<b>26-Jun-18</b>	<b>29-Jun-18</b>
Prepare Meeting Summary Report	5 days	2-Jul-18	6-Jul-18
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>6-Jul-18</b>	<b>6-Jul-18</b>
<i>Preliminary Affected Environment (EIS)</i>	<i>60 days</i>	<i>29-Jan-18</i>	<i>20-Apr-18</i>
Prepare Preliminary Affected Environment	3 mons	29-Jan-18	20-Apr-18
Provide Preliminary Affected Environment to Marstel-Day	0 days	20-Apr-18	20-Apr-18
<i>Public Meetings to Discuss Draft Alternatives (Scoping)</i>	<i>90 days</i>	<i>9-Jul-18</i>	<i>11-Nov-18</i>
Identify and Reserve Location	2 wks	9-Jul-18	20-Jul-18
Plan, Prepare Materials & Comment Database	3 mons	9-Jul-18	28-Sep-18
<b>Material Review &amp; Meeting Organization Discussion</b>	<b>5 days</b>	<b>1-Oct-18</b>	<b>5-Oct-18</b>
Publish Notice of Intent to Prepare an EIS in Federal Register; Announce Public Scoping Meetings	0 days	12-Oct-18	12-Oct-18
Formal Scoping Period	30 days	12-Oct-18	11-Nov-18
<b>Conduct Public Meetings</b>	<b>1 day</b>	<b>29-Oct-18</b>	<b>29-Oct-18</b>
Prepare Meeting Summary Report	5 days	30-Oct-18	5-Nov-18
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>5-Nov-18</b>	<b>5-Nov-18</b>
<i>Preliminary Draft General and Cumulative Impacts</i>	<i>80 days</i>	<i>12-Nov-18</i>	<i>1-Mar-19</i>
Prepare Preliminary Draft General & Cumulative Impacts for EIS	3 mons	12-Nov-18	1-Feb-19
<b>Submit Preliminary Draft General &amp; Cumulative Impacts for EIS</b>	<b>0 days</b>	<b>1-Feb-19</b>	<b>1-Feb-19</b>
Government Review Period	1 mon	4-Feb-19	1-Mar-19
Receive Comments from FWS	0 days	1-Mar-19	1-Mar-19

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

<i>Facilitate Impacts Analysis Workshop</i>	<i>54 days</i>	<i>4-Mar-19</i>	<i>16-May-19</i>
Plan & Prepare Materials	2 mons	4-Mar-19	26-Apr-19
<b>Material Review &amp; Workshop Organization Discussion</b>	<b>5 days</b>	<b>29-Apr-19</b>	<b>3-May-19</b>
<b>Conduct Impact Analysis Workshop</b>	<b>4 days</b>	<b>6-May-19</b>	<b>9-May-19</b>
Prepare Meeting Summary Report	5 days	10-May-19	16-May-19
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>16-May-19</b>	<b>16-May-19</b>
<i>Further Develop General and Cumulative Impacts</i>	<i>60 days</i>	<i>17-May-19</i>	<i>8-Aug-19</i>
Prepare Interim Draft General & Cumulative Impacts for EIS	2 mons	17-May-19	11-Jul-19
<b>Submit Interim Draft General &amp; Cumulative Impacts for EIS</b>	<b>0 days</b>	<b>11-Jul-19</b>	<b>11-Jul-19</b>
Government Review Period	1 mon	12-Jul-19	8-Aug-19
Receive Comments from FWS	0 days	8-Aug-19	8-Aug-19
<i>Public Review of Draft CCP/EIS</i>	<i>82 days</i>	<i>9-Aug-19</i>	<i>2-Dec-19</i>
Prepare Public Draft CCP/EIS	2 mons	9-Aug-19	3-Oct-19
Publish Notice of Availability in Federal Register; Distribute Copies to USEPA	0 days	18-Oct-19	18-Oct-19
Distribute Public Draft EIS	0 days	18-Oct-19	18-Oct-19
Public Review Period	45 days	18-Oct-19	2-Dec-19
<i>Public Meetings to Discuss Draft CCP/EIS</i>	<i>78 days</i>	<i>9-Aug-19</i>	<i>26-Nov-19</i>
Identify and Reserve Location	4 wks	9-Aug-19	5-Sep-19
Plan, Prepare Materials & Comment Database	2 mons	9-Aug-19	3-Oct-19
<b>Material Review &amp; Meeting Organization Discussion</b>	<b>5 days</b>	<b>4-Oct-19</b>	<b>10-Oct-19</b>
Announce Public Scoping Meetings	0 days	18-Oct-19	18-Oct-19
<b>Conduct Public Meetings</b>	<b>1 day</b>	<b>19-Nov-19</b>	<b>19-Nov-19</b>
Prepare Meeting Summary Report	5 days	20-Nov-19	26-Nov-19
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>26-Nov-19</b>	<b>26-Nov-19</b>
<i>Receive/Respond to Review Comments</i>	<i>60 days</i>	<i>3-Dec-19</i>	<i>24-Feb-20</i>
Compile all Public Comments in Database, Begin Responses	2 mons	3-Dec-19	27-Jan-20
Finalize Responses	1 mon	28-Jan-20	24-Feb-20
Adjust General and Cumulative Impacts based on Comments/Responses	60 days	25-Feb-20	18-May-20
Prepare Preliminary Final CCP/EIS Sections	2 mons	25-Feb-20	20-Apr-20
<b>Submit Preliminary Final CCP/EIS Sections</b>	<b>0 days</b>	<b>20-Apr-20</b>	<b>20-Apr-20</b>
Government Review Period	1 mon	21-Apr-20	18-May-20
Receive Comments from FWS	0 days	18-May-20	18-May-20
<i>Public Review of Final CCP/EIS</i>	<i>84 days</i>	<i>19-May-20</i>	<i>11-Sep-20</i>
Prepare Public Final CCP/EIS Sections	1 mon	19-May-20	15-Jun-20
Publish Notice of Availability in Federal Register; Distribute Copies to USEPA	0 days	3-Jul-20	3-Jul-20
Distribute Public Final EIS	0 days	3-Jul-20	3-Jul-20
Public Review Period	30 days	3-Jul-20	2-Aug-20
Prepare Draft ROD	1.5 mons	19-May-20	29-Jun-20
<b>Submit Draft ROD to FWS</b>	<b>0 days</b>	<b>29-Jun-20</b>	<b>29-Jun-20</b>

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

Staff ROD Signature	1 mon	30-Jun-20	27-Jul-20
ROD Signed	0 days	11-Sep-20	11-Sep-20
<i>Administrative Record</i>	<i>710 days</i>	<i>2-Feb-18</i>	<i>23-Oct-20</i>
Begin Administrative Record	0 days	2-Feb-18	2-Feb-18
Conclude Administrative Record	0 days	23-Oct-20	23-Oct-20
<b>Submit Administrative Record</b>	<b>0 days</b>	<b>23-Oct-20</b>	<b>23-Oct-20</b>
<b>Comprehensive Conservation Plan / Environmental Assessment</b>	<b>715 days</b>	<b>29-Jan-18</b>	<b>23-Oct-20</b>
<i>Facilitate Objectives and Strategies Workshop</i>	<i>74 days</i>	<i>23-Apr-18</i>	<i>2-Aug-18</i>
Identify and Reserve Location	2 wks	23-Apr-18	4-May-18
Plan & Prepare Materials	2 mons	7-May-18	29-Jun-18
<b>Material Review &amp; Workshop Organization Discussion</b>	<b>5 days</b>	<b>2-Jul-18</b>	<b>6-Jul-18</b>
<b>Conduct Objectives &amp; Strategies Workshops</b>	<b>4 days</b>	<b>23-Jul-18</b>	<b>26-Jul-18</b>
Prepare Meeting Summary Report	5 days	27-Jul-18	2-Aug-18
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>2-Aug-18</b>	<b>2-Aug-18</b>
<i>Preliminary Affected Environment (EA)</i>	<i>60 days</i>	<i>29-Jan-18</i>	<i>20-Apr-18</i>
Prepare Preliminary Affected Environment	3 mons	29-Jan-18	20-Apr-18
Provide Preliminary Affected Environment to Marstel-Day	0 days	20-Apr-18	20-Apr-18
<i>Public Meetings to Discuss Draft Alternatives (Scoping)</i>	<i>89 days</i>	<i>9-Jul-18</i>	<i>8-Nov-18</i>
Identify and Reserve Location	2 wks	9-Jul-18	20-Jul-18
Plan, Prepare Materials & Comment Database	3 mons	9-Jul-18	28-Sep-18
<b>Material Review &amp; Meeting Organization Discussion</b>	<b>5 days</b>	<b>1-Oct-18</b>	<b>5-Oct-18</b>
Announce Public Scoping Meetings	0 days	9-Oct-18	9-Oct-18
Formal Scoping Period	30 days	9-Oct-18	8-Nov-18
<b>Conduct Public Meetings</b>	<b>1 day</b>	<b>30-Oct-18</b>	<b>30-Oct-18</b>
Prepare Meeting Summary Report	5 days	31-Oct-18	6-Nov-18
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>6-Nov-18</b>	<b>6-Nov-18</b>
<i>Preliminary Draft General and Cumulative Impacts</i>	<i>60 days</i>	<i>9-Nov-18</i>	<i>31-Jan-19</i>
Prepare Preliminary Draft General & Cumulative Impacts Sections for EA	2 mons	9-Nov-18	3-Jan-19
<b>Submit Preliminary Draft General &amp; Cumulative Impacts Sections for EA</b>	<b>0 days</b>	<b>3-Jan-19</b>	<b>3-Jan-19</b>
Government Review Period	1 mon	4-Jan-19	31-Jan-19
Receive Comments from FWS	0 days	31-Jan-19	31-Jan-19
<i>Facilitate Impacts Analysis Workshop</i>	<i>89 days</i>	<i>1-Feb-19</i>	<i>5-Jun-19</i>
Plan & Prepare Materials	2 mons	1-Feb-19	28-Mar-19
<b>Material Review &amp; Workshop Organization Discussion</b>	<b>5 days</b>	<b>29-Mar-19</b>	<b>4-Apr-19</b>
<b>Conduct Impact Analysis Workshop</b>	<b>4 days</b>	<b>24-May-19</b>	<b>29-May-19</b>
Prepare Meeting Summary Report	5 days	30-May-19	5-Jun-19
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>5-Jun-19</b>	<b>5-Jun-19</b>
<i>Further Develop General and Cumulative Impacts</i>	<i>60 days</i>	<i>6-Jun-19</i>	<i>28-Aug-19</i>
Prepare Interim Draft General & Cumulative Impacts Sections for EA	2 mons	6-Jun-19	31-Jul-19
<b>Submit Interim Draft General &amp; Cumulative Impacts Sections for EA</b>	<b>0 days</b>	<b>31-Jul-19</b>	<b>31-Jul-19</b>

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

Government Review Period	1 mon	1-Aug-19	28-Aug-19
Receive Comments from FWS	0 days	28-Aug-19	28-Aug-19
<i>Public Review of Draft CCP/EA</i>	<i>82 days</i>	<i>29-Aug-19</i>	<i>22-Dec-19</i>
Prepare Public Draft CCP/EA Sections	2 mons	29-Aug-19	23-Oct-19
Announce Availability of Draft EA	0 days	7-Nov-19	7-Nov-19
Distribute Public Draft EA	0 days	7-Nov-19	7-Nov-19
Public Review Period	45 days	7-Nov-19	22-Dec-19
<i>Public Meetings to Discuss Draft CCP/EA</i>	<i>65 days</i>	<i>29-Aug-19</i>	<i>27-Nov-19</i>
Identify and Reserve Location	2 wks	29-Aug-19	11-Sep-19
Plan, Prepare Materials & Comment Database	2 mons	29-Aug-19	23-Oct-19
<b>Material Review &amp; Meeting Organization Discussion</b>	<b>5 days</b>	<b>24-Oct-19</b>	<b>30-Oct-19</b>
Announce Public Scoping Meetings	0 days	7-Nov-19	7-Nov-19
<b>Conduct Public Meetings</b>	<b>1 day</b>	<b>20-Nov-19</b>	<b>20-Nov-19</b>
Prepare Meeting Summary Report	5 days	21-Nov-19	27-Nov-19
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>27-Nov-19</b>	<b>27-Nov-19</b>
<i>Receive/Respond to Review Comments</i>	<i>60 days</i>	<i>23-Dec-19</i>	<i>13-Mar-20</i>
Compile all Public Comments in Database, Begin Responses	2 mons	23-Dec-19	14-Feb-20
Finalize Responses	1 mon	17-Feb-20	13-Mar-20
Adjust General and Cumulative Impacts Sections based on Comments/Responses	60 days	16-Mar-20	5-Jun-20
Prepare Preliminary Final CCP/EA Sections	2 mons	16-Mar-20	8-May-20
<b>Submit Preliminary Final CCP/EA Sections</b>	<b>0 days</b>	<b>8-May-20</b>	<b>8-May-20</b>
Government Review Period	1 mon	11-May-20	5-Jun-20
Receive Comments from FWS	0 days	5-Jun-20	5-Jun-20
<i>Public Review of Final CCP/EA</i>	<i>70 days</i>	<i>8-Jun-20</i>	<i>11-Sep-20</i>
Prepare Public Final CCP/EA Sections	3 wks	8-Jun-20	26-Jun-20
Announce Availability of Final EA	0 days	3-Jul-20	3-Jul-20
Distribute Public Final EA	0 days	3-Jul-20	3-Jul-20
Public Review Period	30 days	3-Jul-20	2-Aug-20
Prepare Draft FONSI	1.5 mons	8-Jun-20	17-Jul-20
<b>Submit Draft FONSI to FWS</b>	<b>0 days</b>	<b>17-Jul-20</b>	<b>17-Jul-20</b>
Staff FONSI Signature	1 mon	20-Jul-20	14-Aug-20
FONSI Signed	0 days	11-Sep-20	11-Sep-20
<i>Administrative Record</i>	<i>710 days</i>	<i>2-Feb-18</i>	<i>23-Oct-20</i>
Begin Administrative Record	0 days	2-Feb-18	2-Feb-18
Conclude Administrative Record	0 days	23-Oct-20	23-Oct-20
<b>Submit Administrative Record</b>	<b>0 days</b>	<b>23-Oct-20</b>	<b>23-Oct-20</b>
<b>End of the Period of Performance</b>	<b>0 days</b>	<b>30-Sep-21</b>	<b>30-Sep-21</b>

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

## **1.4 CHANGE CONTROL RECORD**

This table will document any changes required to the project once the project has commenced and prior to the project end date.

## **1.5 CHANGE MATRIX**

<b>Change to Project</b>	<b>Requested by</b>	<b>Approved by</b>	<b>Date Approved</b>
<i>Change description</i>	<i>Name</i>	<i>Name</i>	<i>mm/dd/yyyy</i>

## **PROJECT PERSONNEL**

The Marstel-Day Project Manager, Dr. Sean Donahoe, will ensure the necessary resources are available for carrying out the work and will ensure the project progresses in a timely manner and that all deliverable schedules are met. Dr. Donahoe will also lead the NEPA support tasks. Erika Wettergreen will act as Deputy Project Manager to ensure that Marstel-Day staff are available and responsive to the USFWS client. Ms. Wettergreen will also lead and manage the facilitation tasks for this effort.

The key personnel will be supported by a pool of multi-disciplinary staff and subject matter experts that are available to provide the full suite of services needed to execute this task order. Collectively, they have the expertise to address any resource needs that may arise during the NEPA/ CCP development process and include individuals with direct, relevant NEPA/ CCP experience; experience working in the physical, natural and cultural environment; and experience working with federal, state, and local regulatory and resource agencies and Tribal Nations.

## **1.6 MARSTEL-DAY TEAM MATRIX**

The following personnel are the Marstel-Day team that will support the project.

<b>Team Members</b>	<b>Role/Responsibilities</b>	<b>Telephone</b>	<b>Email</b>
Dr. Sean Donahoe	Project Manager, NEPA Lead	703-839-5513	sd@marstel-day.com
Erika Wettergreen, CPF	Deputy Project Manager, Facilitation Lead	571-274-7432	ewettergreen@marstel-day.com
Jessica Aiello	Facilitator	540-376-8021	jaiello@marstel-day.com
Mary Young	NEPA Specialist	540-419-6163	myoung@marstel-day.com
Elizabeth Pratt	NEPA Specialist	703-589-4654	ep@marstel-day.com

## **1.7 CLIENT POINTS OF CONTACT**

The following personnel are the key USFWS team members that Marstel-Day will primarily coordinate with to execute the project.

<b>Client POCs</b>	<b>Role/Responsibilities</b>	<b>Telephone</b>	<b>Email</b>
Bernardo Garza	Technical POC	303-236-4377	bernardo_garza@fws.gov



**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

<b>Client POCs</b>	<b>Role/Responsibilities</b>	<b>Telephone</b>	<b>Email</b>
Terri Ferguson	Contracting POC	303-236-4321	Terri_Ferguson@fws.gov

## **QUALITY CONTROL PLAN**

Once tasks are underway, all deliverables under this contract will undergo a multi-step review process. This process entails reviews by technical editors for grammar, content, and compliance with USFWS and the Chicago Citation style. Our NEPA technical reviewers ensure technical accuracy, conformity to regulatory and policy requirements, and readability. In addition to review by the technical editors, the appropriate key personnel will review all draft and final deliverables under their area of specialization. When necessary, specialized subject matter experts within the firm will be pulled in for additional content review. The project manager ensures staff adhere to the quality review process and performs a final review before deliverables are sent to the customer. By promptly completing reviews, Marstel-Day guarantees our deliverables conform to previously determined production schedules and quality standards.

During contract execution, the project manager and the assigned technical leads will meet regularly with the USFWS technical representative on a schedule agreed upon at the kick-off meeting to discuss technical progress and development of deliverables; issues facing technical delivery and actions to be taken to address them; next steps in the technical delivery; and updates on any changes to project staffing. Responding to feedback from the meetings with the technical representatives and COR, the PM will marshal the resources necessary to fulfill the task order's technical requirements throughout the duration of the contract.

The delivery of the information is outlined in the WBS, and any alterations to the schedule will be addressed as identified in the Risk Management Plan log. Electronic communications and sharing of materials will be managed by email for smaller data and day to day contact, and AMRDEC for sending larger files. A consistent record and archive of all project documents will be maintained by Marstel-Day on their company SharePoint, and will have a client access portal available.

Comment review matrices will also be provided to facilitate the consolidation of multi-party review of the draft deliverables, promoting consistency and clarity as well as providing a means to capture all comments and all responses on a single document. We have found that use of a comment review matrix provides an efficient way of documenting all comments/edits, the specific locations in the document that relate to the comment, the commenters, the response to the comment, a description of who and where any changes occurred in the document as well as the name of the responder. This level of recording minimizes the risk that comments will be left unaddressed or addressed inadequately, as well as provides a way to reach out to the commenter or responder to clarify the comment or response to make sure the appropriate change is made in the document.

## **RISK MANAGEMENT PLAN**

Risk Management is an integral part of the advanced planning activities. The Risk Management Plan (RMP) describes the risks that can be defined at any stage of the project life cycle. In addition, the RMP evaluates identified risks and outline mitigation actions. Once the risks have been identified, they will be assessed to determine the probability of occurrence and level of impact. Risk resolution options will also be evaluated for each risk identified to take steps to reduce risk



**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

to an acceptable level. These risk resolution options include avoidance, mitigation, acceptance, contingency, and transference.

Types of risks that may occur include environmental factors, facilitation approaches, schedule, cost, staffing, quality/ accuracy of content, supplies, and equipment. The table below highlights anticipates risks, their impact, the plan or response to the risk, and who will take the lead on reducing risk impacts. This is not a comprehensive list of risks and should be updated or adjusted throughout the project process.

## 1.8 RISK LOG

Risk	Impacts	Response	POC
Literature Review document availability	Lack of availability of key documents from USFWS or additional stakeholders can create gaps in data compiled and NEPA analysis.  Gaps in data can delay schedule by adding extra burden searching for resources, and trying to fill gaps where resources already exist.	Marstel-Day will provide adequate advanced engagement, and an approved request plan, with USFWS and additional stakeholders to obtain the necessary materials. The Project Lead will adjust the schedule when necessary within the Period of Performance.	Marstel-Day
Duration of review times exceeding established schedule	If Marstel-Day or USFWS experience delays or conflicts and cannot satisfy predetermined review periods, Marstel-Day will need to adjust the schedule when necessary within the Period of Performance.  Excessive delays may compress timeline and limit adequate time to complete certain tasks as outlined in the WBS.	Marstel-Day will work to assure timely, or early, delivery of products to the USFWS and check in frequently as outlined in the WBS. Marstel-Day will identify time savings in its portion of the schedule and work to offset impacts to schedule caused by review delays. The Project Manager will adjust schedule when necessary within the Period of Performance.	Marstel-Day and USFWS
Change or adjustment to planned facilitation situation	Insufficient resources, such as seating, facilitation support, or meeting materials, available for attendees.  Additional or alterations in audience can create unknown issues to be discussed with little warning or preparation.	Marstel-Day will provide all facilitation presenters with extra materials for successful execution of facilitation. All facilitators will be thoroughly informed and versed in a variety of situations that may occur, including contesting situations as well as all possible attendees and their positions.	Marstel-Day
Travel scheduling and execution of critical in-person events	Absent key attendees may result in the inability to meet initial scheduled date, or the rescheduled date will detract from the quality of meetings and data collection.  Extra, unanticipated costs to the project budget could result from adjustments to travel plans.	Marstel-Day will deliver early engagement to identify availability and dates to meet schedules of Marstel-Day, the client, and attendees. Consider alternative or backup dates in case of cancelled or changed travel plans that may occur. Confirm and reconfirm dates with all parties at several checkpoints to reduce risk.	Marstel-Day and USFWS

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

**APPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL**

The undersigned acknowledge they have reviewed the **Project Management Plan** and agree with the approach it presents. Changes to this **Project Management Plan** will be coordinated with and approved by the undersigned or their designated representatives.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Print Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Role: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Print Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Role: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Print Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Role: \_\_\_\_\_

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

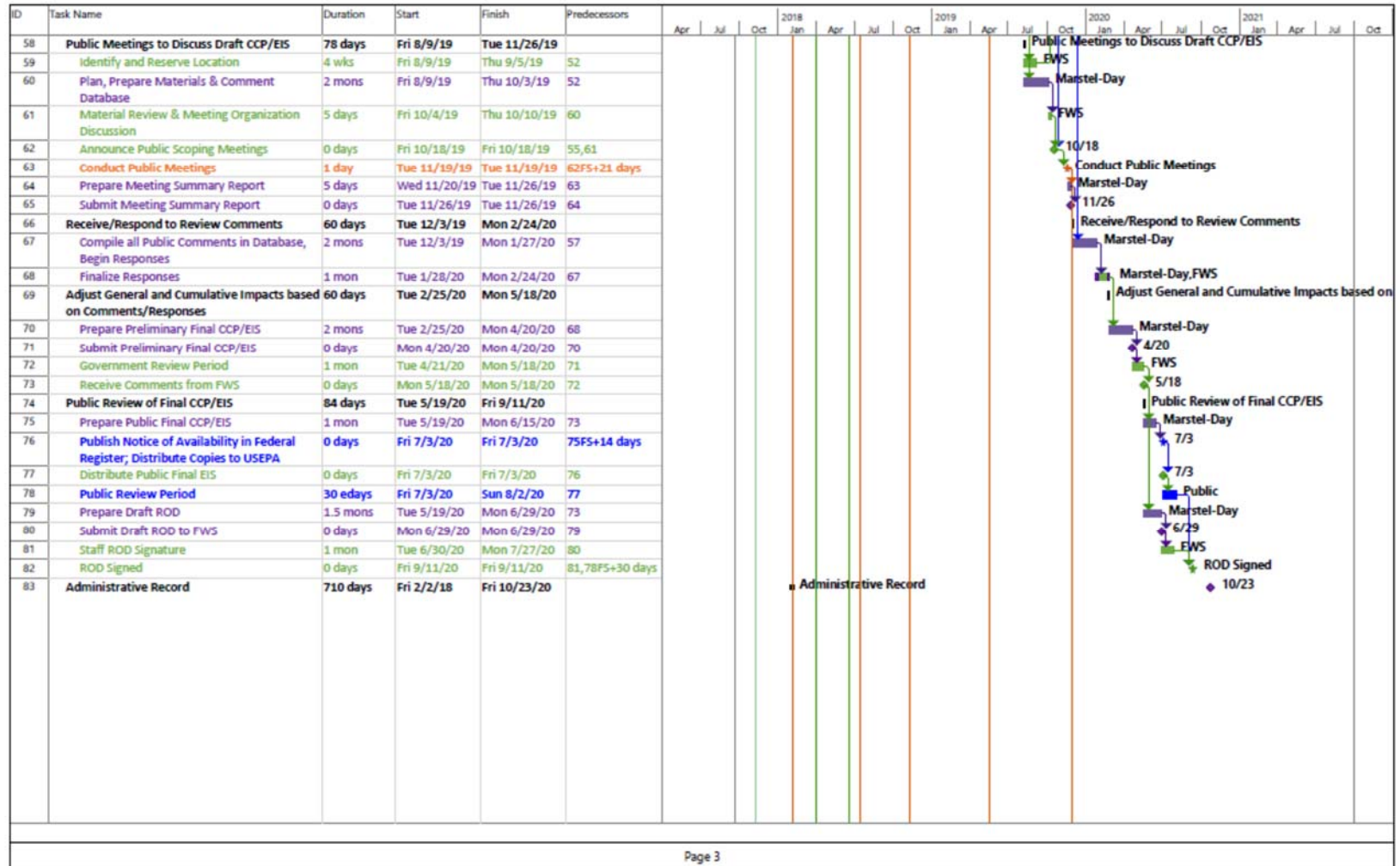
**APPENDIX B: PROJECT SCHEDULE GANTT CHART**



**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

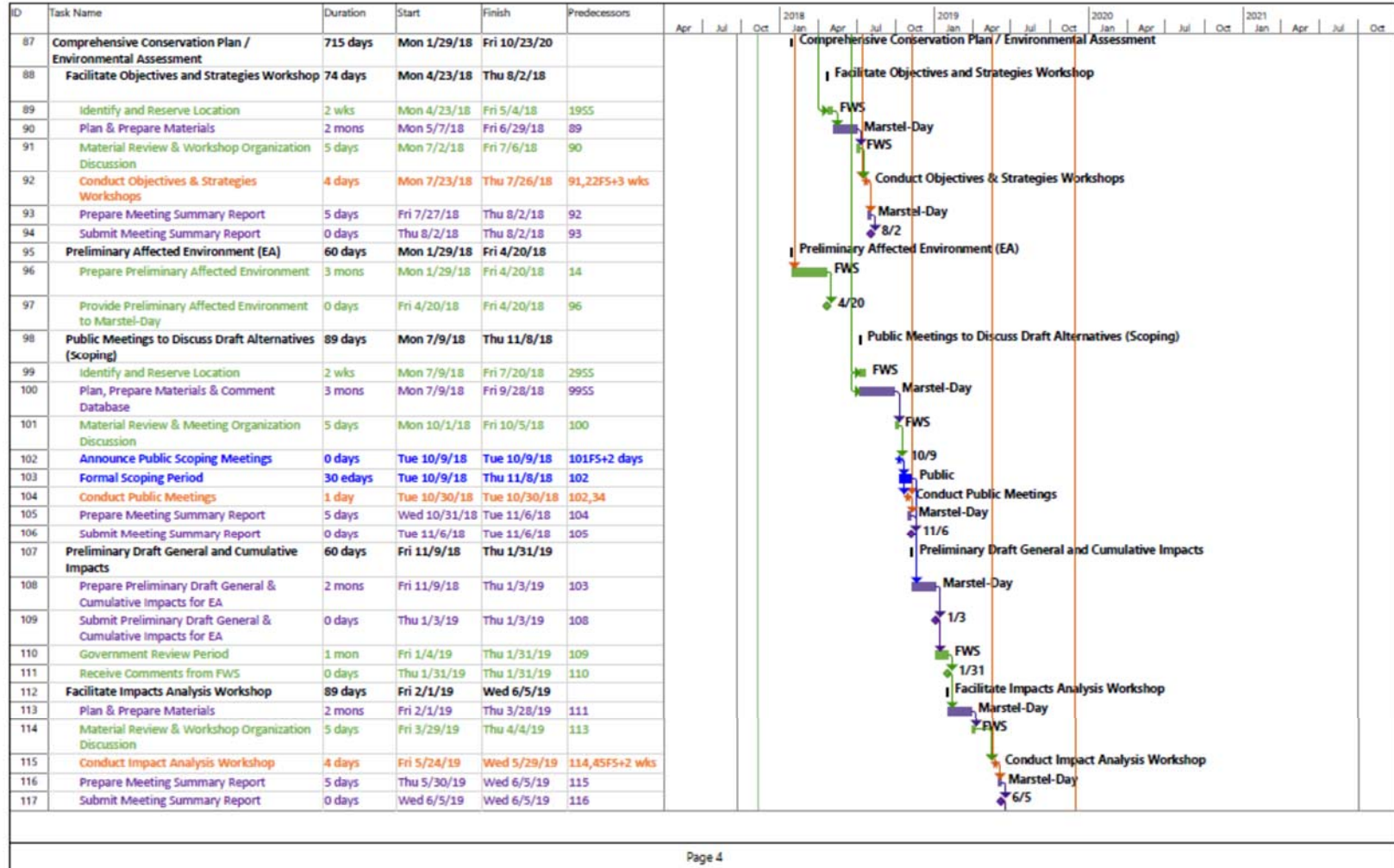


**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

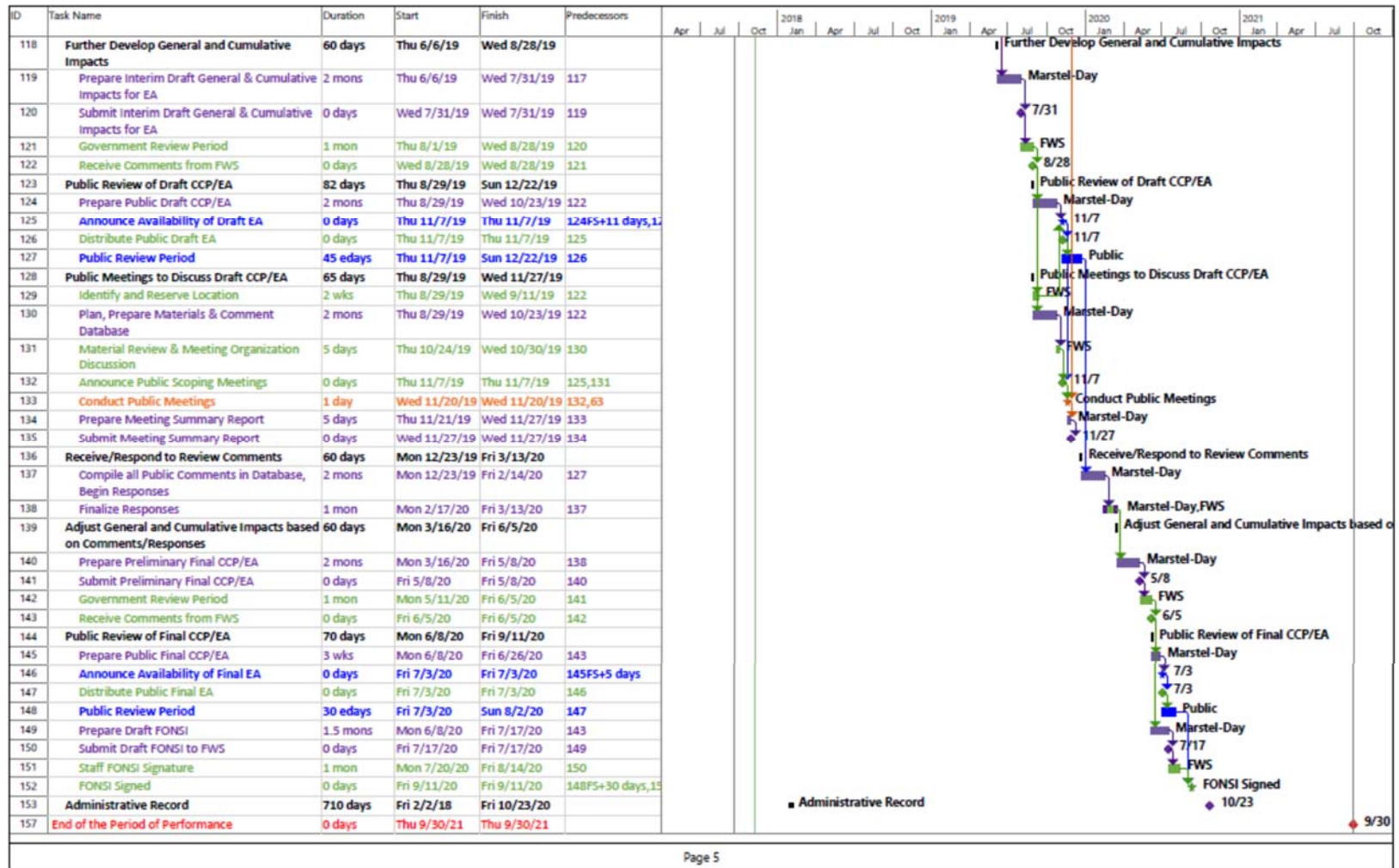




**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**



**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**



**COMPREHENSIVE CONSERVATION PLANS AND  
ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX  
PROJECT MANAGEMENT PLAN**

---

Version 1.0

11/30/2017

---



## **VERSION HISTORY**

The development and distribution of the Project Management Plan (PMP) was initiated December 1, 2017. Any changes to the PMP have since been controlled and tracked in the following table provides the version number, the author implementing the version, the date of the version, the name of the person approving the version, the date the version was approved, and a brief description of the reason for creating the revised version.

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason for Revision
1.X	<i>Author name</i>	<i>mm/dd/yyyy</i>	<i>Name</i>	<i>mm/dd/yyyy</i>	<i>Reason</i>

## **TABLE OF CONTENTS**

<b>1</b>	<b>PROJECT MANAGEMENT PLAN OBJECTIVE.....</b>	<b>4</b>
<b>2</b>	<b>INTRODUCTION.....</b>	<b>4</b>
<b>3</b>	<b>PROJECT SCOPE.....</b>	<b>4</b>
3.1	Project Tasks Identified in the Scope of work.....	5
3.2	Work Breakdown Structure.....	5
3.3	Work Breakdown Structure Matrix.....	6
3.4	Change Control Record.....	10
3.5	Change Matrix.....	10
<b>4</b>	<b>PROJECT PERSONNEL.....</b>	<b>10</b>
4.1	Marstel-Day Team Matrix.....	10
4.2	Client Points of Contact .....	10
<b>5</b>	<b>QUALITY CONTROL PLAN.....</b>	<b>11</b>
<b>6</b>	<b>RISK MANAGEMENT PLAN.....</b>	<b>11</b>
6.1	Risk Log .....	12
<b>APPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL</b>		
<b>APPENDIX B: PROJECT SCHEDULE GANTT CHART</b>		

## **PROJECT MANAGEMENT PLAN OBJECTIVE**

This work plan is a summary and guide for *Comprehensive Conservation Plans and Environmental Documentation for National Bison Range Complex* implementation. The intended audience is all project stakeholders including the client, senior leadership, and the project team.

## **INTRODUCTION**

As required by the National Wildlife Refuge Improvement Act, the U.S. Fish and Wildlife Service (Service) is preparing comprehensive conservation plans (CCP) for the National Bison Range Complex (Complex), which includes:

- Lost Trail National Wildlife Refuge
- National Bison Range
- Ninepipe National Wildlife Refuge
- Northwest Montana Wetland Management District – Flathead County
- Northwest Montana Wetland Management District – Lake County
- Pablo National Wildlife Refuge

The CCPs will set the management direction and use of all the units of the Complex for 15 years. Additionally, as required by Service policy and the National Environmental Policy Act (NEPA), the Service will prepare appropriate environmental documents (ED).

Marstel-Day shall provide and coordinate all work necessary for development of a CCP and ED that conforms to the Improvement Act, NEPA requirements and Department of Interior's policies and procedures for implementing NEPA and the Service's policies on planning and compatibility, in accordance with the tasks outlined in the Statement of Work (SOW). Two planning team leaders will be assigned to this project and will be co-leads for the CCP development providing overall direction and guidance to the Marstel-Day team.

## **PROJECT SCOPE**

The scope is for assistance in the development of two CCPs and associated EDs. One CCP and an environmental impact statement (EIS) will be developed for the National Bison Range. One CCP and an environmental assessment (EA) will be developed for all the other units of the Complex. Tasks include facilitation of a variety of public and planning team meetings and internal workshops and other associated tasks to support communicating to the public. Additionally, Marstel-Day will assist in preparing workshop materials, such as maps, graphics, and project information sheets. Marstel-Day will also provide support for various pieces of the NEPA analysis including: cumulative effects analysis; assisting the staff in determining the direct and indirect effects of the alternatives; and comments analysis. In all cases, the Service would provide guidance in all phases of the plan development and analysis.

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

## 1.1 PROJECT TASKS IDENTIFIED IN THE SCOPE OF WORK

<b>Comprehensive Conservation Plans and Environmental Documentation For National Bison Range Complex</b>
<b>Task 3.1 GENERAL</b>
Task 3.1.1 Meeting summary reports
Task 3.1.2 Administrative Record
<b>Task 3.2 FACILITATION SERVICES INTERNAL*</b>
Task 3.2.2 Additional meetings
Task 3.2.4 Alternatives Workshop
Task 3.2.5 Objectives and Strategies Workshop
Task 3.2.6 Impacts Analysis Workshop
<b>Task 3.3 FACILITATION SERVICES EXTERNAL</b>
Task 3.3.1 Organization and facilitation of a variety of public meetings
<b>Task 3.4 NEPA ANALYSIS SUPPORT**</b>
Task 3.4.1 Cumulative Impacts Analysis
Task 3.4.2 General Impacts Analysis
Task 3.4.3 Comment Analysis
<p><i>*Task 3.2.1 Cooperating Agencies Meeting / Team Building and Task 3.2.3 Vision and goals workshop were not included in the awarded contract. USFWS had completed/ scheduled those tasks prior to the contract being awarded so contractor support was not needed.</i></p> <p><i>** Task 3.4 NEPA ANALYSIS SUPPORT was not funded with the initial contract award. USFWS anticipates funds will be available in FY18 for those tasks.</i></p>

## 1.2 WORK BREAKDOWN STRUCTURE

The Work Breakdown Structure (WBS) identifies the tasks and subtasks to be completed for this contract. The rows in the table that are **bolded** identify a major deliverable milestone. Each task identifies a target date, desired deliverable, number of business days to complete the task, and anticipated schedule. Since there are two types of NEPA documents associated with this project, tasks/dates have been shown for the EIS and EA separately. Most of the dates for the two NEPA documents align yet they are shown separately to accommodate any potential schedule shifts that may occur with either document during the life of this project.

*The following table includes tasks/subtasks that will be accomplished by USFWS, Marstel-Day, and both. This designation has been color coded on the Project Schedule Gantt Chart, which can be found in Appendix B. As stated above, all Marstel-Day deliverables (based on the SOW) have been identified with bold text.*

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

**1.3 WORK BREAKDOWN STRUCTURE MATRIX**

<b>Project Task</b>	<b>Duration</b>	<b>Start Date</b>	<b>End Date</b>
<i>Kickoff Meeting</i>	<i>16 days</i>	<i>21-Sep-17</i>	<i>12-Oct-17</i>
Prepare for Kickoff Meeting	11 days	21-Sep-17	5-Oct-17
Conduct Kickoff Meeting (teleconference)	0 days	5-Oct-17	5-Oct-17
Prepare Meeting Summary Report	5 days	6-Oct-17	12-Oct-17
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>12-Oct-17</b>	<b>12-Oct-17</b>
<i>Facilitate Alternatives Workshop</i>	<i>81 days</i>	<i>13-Oct-17</i>	<i>2-Feb-18</i>
Identify and Reserve Location	2 wks	13-Oct-17	26-Oct-17
Plan & Prepare Materials	27 days	8-Dec-17	15-Jan-18
<b>Material Review &amp; Workshop Organization Discussion</b>	<b>5 days</b>	<b>16-Jan-18</b>	<b>22-Jan-18</b>
<b>Conduct Alternatives Workshops (EA &amp; EIS)</b>	<b>4 days</b>	<b>23-Jan-18</b>	<b>26-Jan-18</b>
Prepare Meeting Summary Report	5 days	29-Jan-18	2-Feb-18
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>2-Feb-18</b>	<b>2-Feb-18</b>
<b>Comprehensive Conservation Plan / Environmental Impact Statement</b>	<b>715 days</b>	<b>29-Jan-18</b>	<b>23-Oct-20</b>
<i>Facilitate Objectives and Strategies Workshop</i>	<i>55 days</i>	<i>23-Apr-18</i>	<i>6-Jul-18</i>
Identify and Reserve Location	2 wks	23-Apr-18	4-May-18
Plan & Prepare Materials	2 mons	23-Apr-18	15-Jun-18
<b>Material Review &amp; Workshop Organization Discussion</b>	<b>5 days</b>	<b>18-Jun-18</b>	<b>22-Jun-18</b>
<b>Conduct Objectives &amp; Strategies Workshops</b>	<b>4 days</b>	<b>26-Jun-18</b>	<b>29-Jun-18</b>
Prepare Meeting Summary Report	5 days	2-Jul-18	6-Jul-18
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>6-Jul-18</b>	<b>6-Jul-18</b>
<i>Preliminary Affected Environment (EIS)</i>	<i>60 days</i>	<i>29-Jan-18</i>	<i>20-Apr-18</i>
Prepare Preliminary Affected Environment	3 mons	29-Jan-18	20-Apr-18
Provide Preliminary Affected Environment to Marstel-Day	0 days	20-Apr-18	20-Apr-18
<i>Public Meetings to Discuss Draft Alternatives (Scoping)</i>	<i>90 days</i>	<i>9-Jul-18</i>	<i>11-Nov-18</i>
Identify and Reserve Location	2 wks	9-Jul-18	20-Jul-18
Plan, Prepare Materials & Comment Database	3 mons	9-Jul-18	28-Sep-18
<b>Material Review &amp; Meeting Organization Discussion</b>	<b>5 days</b>	<b>1-Oct-18</b>	<b>5-Oct-18</b>
Publish Notice of Intent to Prepare an EIS in Federal Register; Announce Public Scoping Meetings	0 days	12-Oct-18	12-Oct-18
Formal Scoping Period	30 days	12-Oct-18	11-Nov-18
<b>Conduct Public Meetings</b>	<b>1 day</b>	<b>29-Oct-18</b>	<b>29-Oct-18</b>
Prepare Meeting Summary Report	5 days	30-Oct-18	5-Nov-18
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>5-Nov-18</b>	<b>5-Nov-18</b>
<i>Preliminary Draft General and Cumulative Impacts</i>	<i>80 days</i>	<i>12-Nov-18</i>	<i>1-Mar-19</i>
Prepare Preliminary Draft General & Cumulative Impacts for EIS	3 mons	12-Nov-18	1-Feb-19
<b>Submit Preliminary Draft General &amp; Cumulative Impacts for EIS</b>	<b>0 days</b>	<b>1-Feb-19</b>	<b>1-Feb-19</b>
Government Review Period	1 mon	4-Feb-19	1-Mar-19
Receive Comments from FWS	0 days	1-Mar-19	1-Mar-19

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

<i>Facilitate Impacts Analysis Workshop</i>	<i>54 days</i>	<i>4-Mar-19</i>	<i>16-May-19</i>
Plan & Prepare Materials	2 mons	4-Mar-19	26-Apr-19
<b>Material Review &amp; Workshop Organization Discussion</b>	<b>5 days</b>	<b>29-Apr-19</b>	<b>3-May-19</b>
<b>Conduct Impact Analysis Workshop</b>	<b>4 days</b>	<b>6-May-19</b>	<b>9-May-19</b>
Prepare Meeting Summary Report	5 days	10-May-19	16-May-19
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>16-May-19</b>	<b>16-May-19</b>
<i>Further Develop General and Cumulative Impacts</i>	<i>60 days</i>	<i>17-May-19</i>	<i>8-Aug-19</i>
Prepare Interim Draft General & Cumulative Impacts for EIS	2 mons	17-May-19	11-Jul-19
<b>Submit Interim Draft General &amp; Cumulative Impacts for EIS</b>	<b>0 days</b>	<b>11-Jul-19</b>	<b>11-Jul-19</b>
Government Review Period	1 mon	12-Jul-19	8-Aug-19
Receive Comments from FWS	0 days	8-Aug-19	8-Aug-19
<i>Public Review of Draft CCP/EIS</i>	<i>82 days</i>	<i>9-Aug-19</i>	<i>2-Dec-19</i>
Prepare Public Draft CCP/EIS	2 mons	9-Aug-19	3-Oct-19
Publish Notice of Availability in Federal Register; Distribute Copies to USEPA	0 days	18-Oct-19	18-Oct-19
Distribute Public Draft EIS	0 days	18-Oct-19	18-Oct-19
Public Review Period	45 days	18-Oct-19	2-Dec-19
<i>Public Meetings to Discuss Draft CCP/EIS</i>	<i>78 days</i>	<i>9-Aug-19</i>	<i>26-Nov-19</i>
Identify and Reserve Location	4 wks	9-Aug-19	5-Sep-19
Plan, Prepare Materials & Comment Database	2 mons	9-Aug-19	3-Oct-19
<b>Material Review &amp; Meeting Organization Discussion</b>	<b>5 days</b>	<b>4-Oct-19</b>	<b>10-Oct-19</b>
Announce Public Scoping Meetings	0 days	18-Oct-19	18-Oct-19
<b>Conduct Public Meetings</b>	<b>1 day</b>	<b>19-Nov-19</b>	<b>19-Nov-19</b>
Prepare Meeting Summary Report	5 days	20-Nov-19	26-Nov-19
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>26-Nov-19</b>	<b>26-Nov-19</b>
<i>Receive/Respond to Review Comments</i>	<i>60 days</i>	<i>3-Dec-19</i>	<i>24-Feb-20</i>
Compile all Public Comments in Database, Begin Responses	2 mons	3-Dec-19	27-Jan-20
Finalize Responses	1 mon	28-Jan-20	24-Feb-20
Adjust General and Cumulative Impacts based on Comments/Responses	60 days	25-Feb-20	18-May-20
Prepare Preliminary Final CCP/EIS Sections	2 mons	25-Feb-20	20-Apr-20
<b>Submit Preliminary Final CCP/EIS Sections</b>	<b>0 days</b>	<b>20-Apr-20</b>	<b>20-Apr-20</b>
Government Review Period	1 mon	21-Apr-20	18-May-20
Receive Comments from FWS	0 days	18-May-20	18-May-20
<i>Public Review of Final CCP/EIS</i>	<i>84 days</i>	<i>19-May-20</i>	<i>11-Sep-20</i>
Prepare Public Final CCP/EIS Sections	1 mon	19-May-20	15-Jun-20
Publish Notice of Availability in Federal Register; Distribute Copies to USEPA	0 days	3-Jul-20	3-Jul-20
Distribute Public Final EIS	0 days	3-Jul-20	3-Jul-20
Public Review Period	30 days	3-Jul-20	2-Aug-20
Prepare Draft ROD	1.5 mons	19-May-20	29-Jun-20
<b>Submit Draft ROD to FWS</b>	<b>0 days</b>	<b>29-Jun-20</b>	<b>29-Jun-20</b>

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

Staff ROD Signature	1 mon	30-Jun-20	27-Jul-20
ROD Signed	0 days	11-Sep-20	11-Sep-20
<i>Administrative Record</i>	<i>710 days</i>	<i>2-Feb-18</i>	<i>23-Oct-20</i>
Begin Administrative Record	0 days	2-Feb-18	2-Feb-18
Conclude Administrative Record	0 days	23-Oct-20	23-Oct-20
<b>Submit Administrative Record</b>	<b>0 days</b>	<b>23-Oct-20</b>	<b>23-Oct-20</b>
<b>Comprehensive Conservation Plan / Environmental Assessment</b>	<b>715 days</b>	<b>29-Jan-18</b>	<b>23-Oct-20</b>
<i>Facilitate Objectives and Strategies Workshop</i>	<i>74 days</i>	<i>23-Apr-18</i>	<i>2-Aug-18</i>
Identify and Reserve Location	2 wks	23-Apr-18	4-May-18
Plan & Prepare Materials	2 mons	7-May-18	29-Jun-18
<b>Material Review &amp; Workshop Organization Discussion</b>	<b>5 days</b>	<b>2-Jul-18</b>	<b>6-Jul-18</b>
<b>Conduct Objectives &amp; Strategies Workshops</b>	<b>4 days</b>	<b>23-Jul-18</b>	<b>26-Jul-18</b>
Prepare Meeting Summary Report	5 days	27-Jul-18	2-Aug-18
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>2-Aug-18</b>	<b>2-Aug-18</b>
<i>Preliminary Affected Environment (EA)</i>	<i>60 days</i>	<i>29-Jan-18</i>	<i>20-Apr-18</i>
Prepare Preliminary Affected Environment	3 mons	29-Jan-18	20-Apr-18
Provide Preliminary Affected Environment to Marstel-Day	0 days	20-Apr-18	20-Apr-18
<i>Public Meetings to Discuss Draft Alternatives (Scoping)</i>	<i>89 days</i>	<i>9-Jul-18</i>	<i>8-Nov-18</i>
Identify and Reserve Location	2 wks	9-Jul-18	20-Jul-18
Plan, Prepare Materials & Comment Database	3 mons	9-Jul-18	28-Sep-18
<b>Material Review &amp; Meeting Organization Discussion</b>	<b>5 days</b>	<b>1-Oct-18</b>	<b>5-Oct-18</b>
Announce Public Scoping Meetings	0 days	9-Oct-18	9-Oct-18
Formal Scoping Period	30 days	9-Oct-18	8-Nov-18
<b>Conduct Public Meetings</b>	<b>1 day</b>	<b>30-Oct-18</b>	<b>30-Oct-18</b>
Prepare Meeting Summary Report	5 days	31-Oct-18	6-Nov-18
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>6-Nov-18</b>	<b>6-Nov-18</b>
<i>Preliminary Draft General and Cumulative Impacts</i>	<i>60 days</i>	<i>9-Nov-18</i>	<i>31-Jan-19</i>
Prepare Preliminary Draft General & Cumulative Impacts Sections for EA	2 mons	9-Nov-18	3-Jan-19
<b>Submit Preliminary Draft General &amp; Cumulative Impacts Sections for EA</b>	<b>0 days</b>	<b>3-Jan-19</b>	<b>3-Jan-19</b>
Government Review Period	1 mon	4-Jan-19	31-Jan-19
Receive Comments from FWS	0 days	31-Jan-19	31-Jan-19
<i>Facilitate Impacts Analysis Workshop</i>	<i>89 days</i>	<i>1-Feb-19</i>	<i>5-Jun-19</i>
Plan & Prepare Materials	2 mons	1-Feb-19	28-Mar-19
<b>Material Review &amp; Workshop Organization Discussion</b>	<b>5 days</b>	<b>29-Mar-19</b>	<b>4-Apr-19</b>
<b>Conduct Impact Analysis Workshop</b>	<b>4 days</b>	<b>24-May-19</b>	<b>29-May-19</b>
Prepare Meeting Summary Report	5 days	30-May-19	5-Jun-19
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>5-Jun-19</b>	<b>5-Jun-19</b>
<i>Further Develop General and Cumulative Impacts</i>	<i>60 days</i>	<i>6-Jun-19</i>	<i>28-Aug-19</i>
Prepare Interim Draft General & Cumulative Impacts Sections for EA	2 mons	6-Jun-19	31-Jul-19
<b>Submit Interim Draft General &amp; Cumulative Impacts Sections for EA</b>	<b>0 days</b>	<b>31-Jul-19</b>	<b>31-Jul-19</b>

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

Government Review Period	1 mon	1-Aug-19	28-Aug-19
Receive Comments from FWS	0 days	28-Aug-19	28-Aug-19
<i>Public Review of Draft CCP/EA</i>	<i>82 days</i>	<i>29-Aug-19</i>	<i>22-Dec-19</i>
Prepare Public Draft CCP/EA Sections	2 mons	29-Aug-19	23-Oct-19
Announce Availability of Draft EA	0 days	7-Nov-19	7-Nov-19
Distribute Public Draft EA	0 days	7-Nov-19	7-Nov-19
Public Review Period	45 days	7-Nov-19	22-Dec-19
<i>Public Meetings to Discuss Draft CCP/EA</i>	<i>65 days</i>	<i>29-Aug-19</i>	<i>27-Nov-19</i>
Identify and Reserve Location	2 wks	29-Aug-19	11-Sep-19
Plan, Prepare Materials & Comment Database	2 mons	29-Aug-19	23-Oct-19
<b>Material Review &amp; Meeting Organization Discussion</b>	<b>5 days</b>	<b>24-Oct-19</b>	<b>30-Oct-19</b>
Announce Public Scoping Meetings	0 days	7-Nov-19	7-Nov-19
<b>Conduct Public Meetings</b>	<b>1 day</b>	<b>20-Nov-19</b>	<b>20-Nov-19</b>
Prepare Meeting Summary Report	5 days	21-Nov-19	27-Nov-19
<b>Submit Meeting Summary Report</b>	<b>0 days</b>	<b>27-Nov-19</b>	<b>27-Nov-19</b>
<i>Receive/Respond to Review Comments</i>	<i>60 days</i>	<i>23-Dec-19</i>	<i>13-Mar-20</i>
Compile all Public Comments in Database, Begin Responses	2 mons	23-Dec-19	14-Feb-20
Finalize Responses	1 mon	17-Feb-20	13-Mar-20
Adjust General and Cumulative Impacts Sections based on Comments/Responses	60 days	16-Mar-20	5-Jun-20
Prepare Preliminary Final CCP/EA Sections	2 mons	16-Mar-20	8-May-20
<b>Submit Preliminary Final CCP/EA Sections</b>	<b>0 days</b>	<b>8-May-20</b>	<b>8-May-20</b>
Government Review Period	1 mon	11-May-20	5-Jun-20
Receive Comments from FWS	0 days	5-Jun-20	5-Jun-20
<i>Public Review of Final CCP/EA</i>	<i>70 days</i>	<i>8-Jun-20</i>	<i>11-Sep-20</i>
Prepare Public Final CCP/EA Sections	3 wks	8-Jun-20	26-Jun-20
Announce Availability of Final EA	0 days	3-Jul-20	3-Jul-20
Distribute Public Final EA	0 days	3-Jul-20	3-Jul-20
Public Review Period	30 days	3-Jul-20	2-Aug-20
Prepare Draft FONSI	1.5 mons	8-Jun-20	17-Jul-20
<b>Submit Draft FONSI to FWS</b>	<b>0 days</b>	<b>17-Jul-20</b>	<b>17-Jul-20</b>
Staff FONSI Signature	1 mon	20-Jul-20	14-Aug-20
FONSI Signed	0 days	11-Sep-20	11-Sep-20
<i>Administrative Record</i>	<i>710 days</i>	<i>2-Feb-18</i>	<i>23-Oct-20</i>
Begin Administrative Record	0 days	2-Feb-18	2-Feb-18
Conclude Administrative Record	0 days	23-Oct-20	23-Oct-20
<b>Submit Administrative Record</b>	<b>0 days</b>	<b>23-Oct-20</b>	<b>23-Oct-20</b>
<b>End of the Period of Performance</b>	<b>0 days</b>	<b>30-Sep-21</b>	<b>30-Sep-21</b>



**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

#### **1.4 CHANGE CONTROL RECORD**

This table will document any changes required to the project once the project has commenced and prior to the project end date.

#### **1.5 CHANGE MATRIX**

<b>Change to Project</b>	<b>Requested by</b>	<b>Approved by</b>	<b>Date Approved</b>
<i>Change description</i>	<i>Name</i>	<i>Name</i>	<i>mm/dd/yyyy</i>

#### **PROJECT PERSONNEL**

The Marstel-Day Project Manager, Dr. Sean Donahoe, will ensure the necessary resources are available for carrying out the work and will ensure the project progresses in a timely manner and that all deliverable schedules are met. Dr. Donahoe will also lead the NEPA support tasks. Erika Wettergreen will act as Deputy Project Manager to ensure that Marstel-Day staff are available and responsive to the USFWS client. Ms. Wettergreen will also lead and manage the facilitation tasks for this effort.

The key personnel will be supported by a pool of multi-disciplinary staff and subject matter experts that are available to provide the full suite of services needed to execute this task order. Collectively, they have the expertise to address any resource needs that may arise during the NEPA/ CCP development process and include individuals with direct, relevant NEPA/ CCP experience; experience working in the physical, natural and cultural environment; and experience working with federal, state, and local regulatory and resource agencies and Tribal Nations.

#### **1.6 MARSTEL-DAY TEAM MATRIX**

The following personnel are the Marstel-Day team that will support the project.

<b>Team Members</b>	<b>Role/Responsibilities</b>	<b>Telephone</b>	<b>Email</b>
Dr. Sean Donahoe	Project Manager, NEPA Lead	703-839-5513	sd@marstel-day.com
Erika Wettergreen, CPF	Deputy Project Manager, Facilitation Lead	571-274-7432	ewettergreen@marstel-day.com
Jessica Aiello	Facilitator	540-376-8021	jaiello@marstel-day.com
Mary Young	NEPA Specialist	540-419-6163	myoung@marstel-day.com
Elizabeth Pratt	NEPA Specialist	703-589-4654	ep@marstel-day.com

#### **1.7 CLIENT POINTS OF CONTACT**

The following personnel are the key USFWS team members that Marstel-Day will primarily coordinate with to execute the project.

<b>Client POCs</b>	<b>Role/Responsibilities</b>	<b>Telephone</b>	<b>Email</b>
Bernardo Garza	Technical POC	303-236-4377	bernardo_garza@fws.gov

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

<b>Client POCs</b>	<b>Role/Responsibilities</b>	<b>Telephone</b>	<b>Email</b>
Terri Ferguson	Contracting POC	303-236-4321	Terri_Ferguson@fws.gov

## **QUALITY CONTROL PLAN**

Once tasks are underway, all deliverables under this contract will undergo a multi-step review process. This process entails reviews by technical editors for grammar, content, and compliance with USFWS and the Chicago Citation style. Our NEPA technical reviewers ensure technical accuracy, conformity to regulatory and policy requirements, and readability. In addition to review by the technical editors, the appropriate key personnel will review all draft and final deliverables under their area of specialization. When necessary, specialized subject matter experts within the firm will be pulled in for additional content review. The project manager ensures staff adhere to the quality review process and performs a final review before deliverables are sent to the customer. By promptly completing reviews, Marstel-Day guarantees our deliverables conform to previously determined production schedules and quality standards.

During contract execution, the project manager and the assigned technical leads will meet regularly with the USFWS technical representative on a schedule agreed upon at the kick-off meeting to discuss technical progress and development of deliverables; issues facing technical delivery and actions to be taken to address them; next steps in the technical delivery; and updates on any changes to project staffing. Responding to feedback from the meetings with the technical representatives and COR, the PM will marshal the resources necessary to fulfill the task order's technical requirements throughout the duration of the contract.

The delivery of the information is outlined in the WBS, and any alterations to the schedule will be addressed as identified in the Risk Management Plan log. Electronic communications and sharing of materials will be managed by email for smaller data and day to day contact, and AMRDEC for sending larger files. A consistent record and archive of all project documents will be maintained by Marstel-Day on their company SharePoint, and will have a client access portal available.

Comment review matrices will also be provided to facilitate the consolidation of multi-party review of the draft deliverables, promoting consistency and clarity as well as providing a means to capture all comments and all responses on a single document. We have found that use of a comment review matrix provides an efficient way of documenting all comments/edits, the specific locations in the document that relate to the comment, the commenters, the response to the comment, a description of who and where any changes occurred in the document as well as the name of the responder. This level of recording minimizes the risk that comments will be left unaddressed or addressed inadequately, as well as provides a way to reach out to the commenter or responder to clarify the comment or response to make sure the appropriate change is made in the document.

## **RISK MANAGEMENT PLAN**

Risk Management is an integral part of the advanced planning activities. The Risk Management Plan (RMP) describes the risks that can be defined at any stage of the project life cycle. In addition, the RMP evaluates identified risks and outline mitigation actions. Once the risks have been identified, they will be assessed to determine the probability of occurrence and level of impact. Risk resolution options will also be evaluated for each risk identified to take steps to reduce risk

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

to an acceptable level. These risk resolution options include avoidance, mitigation, acceptance, contingency, and transference.

Types of risks that may occur include environmental factors, facilitation approaches, schedule, cost, staffing, quality/ accuracy of content, supplies, and equipment. The table below highlights anticipates risks, their impact, the plan or response to the risk, and who will take the lead on reducing risk impacts. This is not a comprehensive list of risks and should be updated or adjusted throughout the project process.

## 1.8 RISK LOG

Risk	Impacts	Response	POC
Literature Review document availability	Lack of availability of key documents from USFWS or additional stakeholders can create gaps in data compiled and NEPA analysis.  Gaps in data can delay schedule by adding extra burden searching for resources, and trying to fill gaps where resources already exist.	Marstel-Day will provide adequate advanced engagement, and an approved request plan, with USFWS and additional stakeholders to obtain the necessary materials. The Project Lead will adjust the schedule when necessary within the Period of Performance.	Marstel-Day
Duration of review times exceeding established schedule	If Marstel-Day or USFWS experience delays or conflicts and cannot satisfy predetermined review periods, Marstel-Day will need to adjust the schedule when necessary within the Period of Performance.  Excessive delays may compress timeline and limit adequate time to complete certain tasks as outlined in the WBS.	Marstel-Day will work to assure timely, or early, delivery of products to the USFWS and check in frequently as outlined in the WBS. Marstel-Day will identify time savings in its portion of the schedule and work to offset impacts to schedule caused by review delays. The Project Manager will adjust schedule when necessary within the Period of Performance.	Marstel-Day and USFWS
Change or adjustment to planned facilitation situation	Insufficient resources, such as seating, facilitation support, or meeting materials, available for attendees.  Additional or alterations in audience can create unknown issues to be discussed with little warning or preparation.	Marstel-Day will provide all facilitation presenters with extra materials for successful execution of facilitation. All facilitators will be thoroughly informed and versed in a variety of situations that may occur, including contesting situations as well as all possible attendees and their positions.	Marstel-Day
Travel scheduling and execution of critical in-person events	Absent key attendees may result in the inability to meet initial scheduled date, or the rescheduled date will detract from the quality of meetings and data collection.  Extra, unanticipated costs to the project budget could result from adjustments to travel plans.	Marstel-Day will deliver early engagement to identify availability and dates to meet schedules of Marstel-Day, the client, and attendees. Consider alternative or backup dates in case of cancelled or changed travel plans that may occur. Confirm and reconfirm dates with all parties at several checkpoints to reduce risk.	Marstel-Day and USFWS

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

**APPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL**

The undersigned acknowledge they have reviewed the **Project Management Plan** and agree with the approach it presents. Changes to this **Project Management Plan** will be coordinated with and approved by the undersigned or their designated representatives.

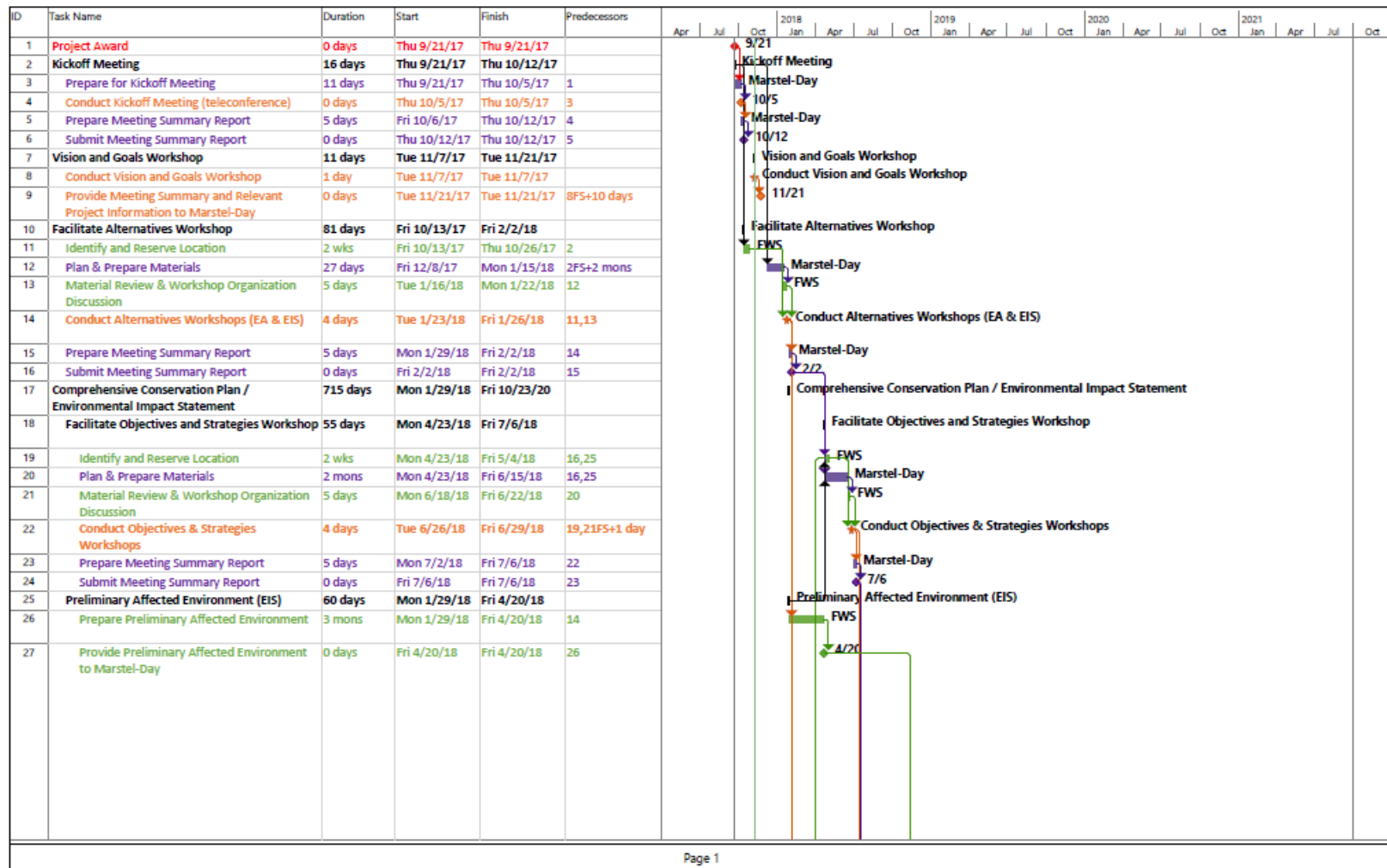
Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Print Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Role: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Print Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Role: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Print Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Role: \_\_\_\_\_

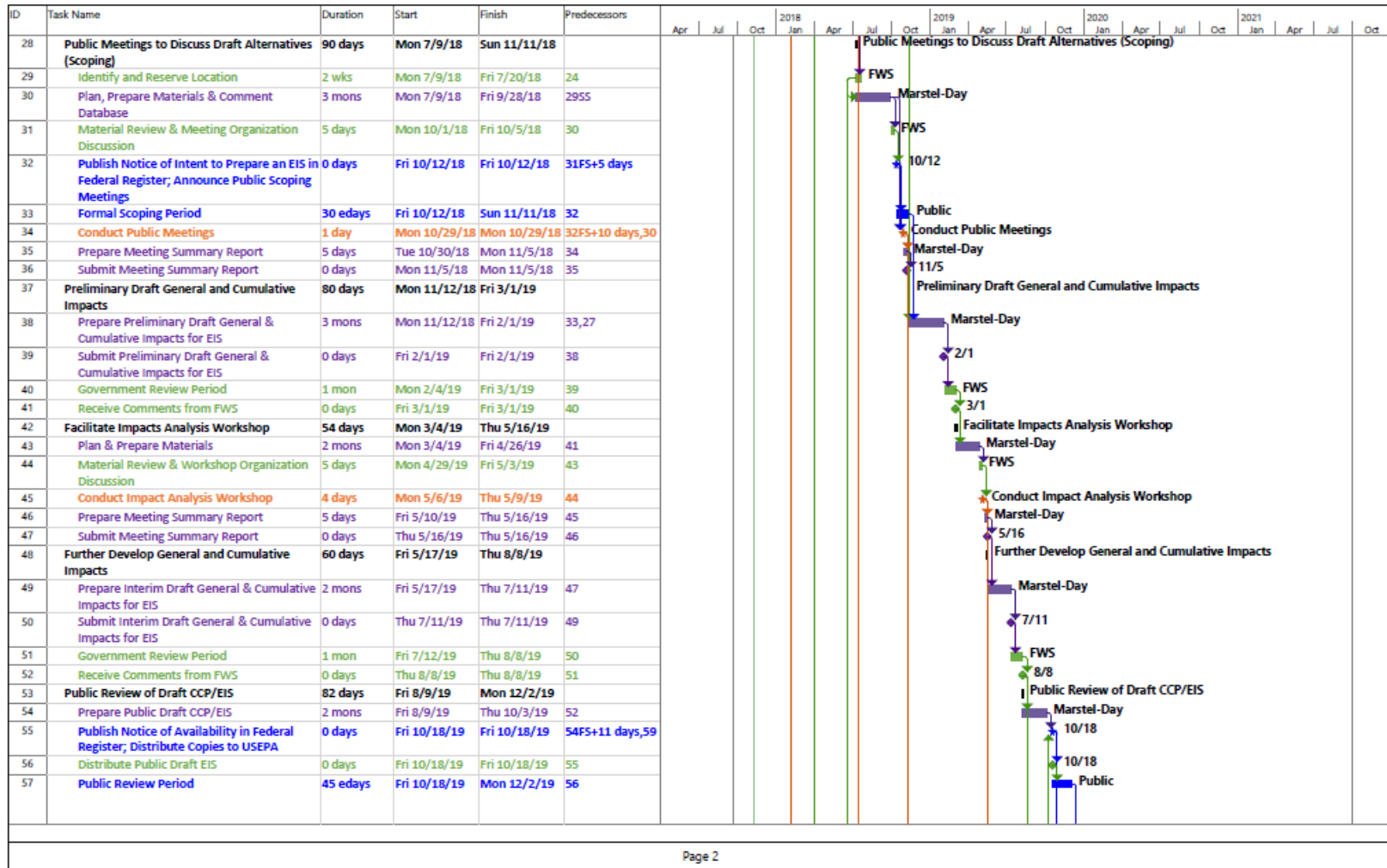
**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

**APPENDIX B: PROJECT SCHEDULE GANTT CHART**

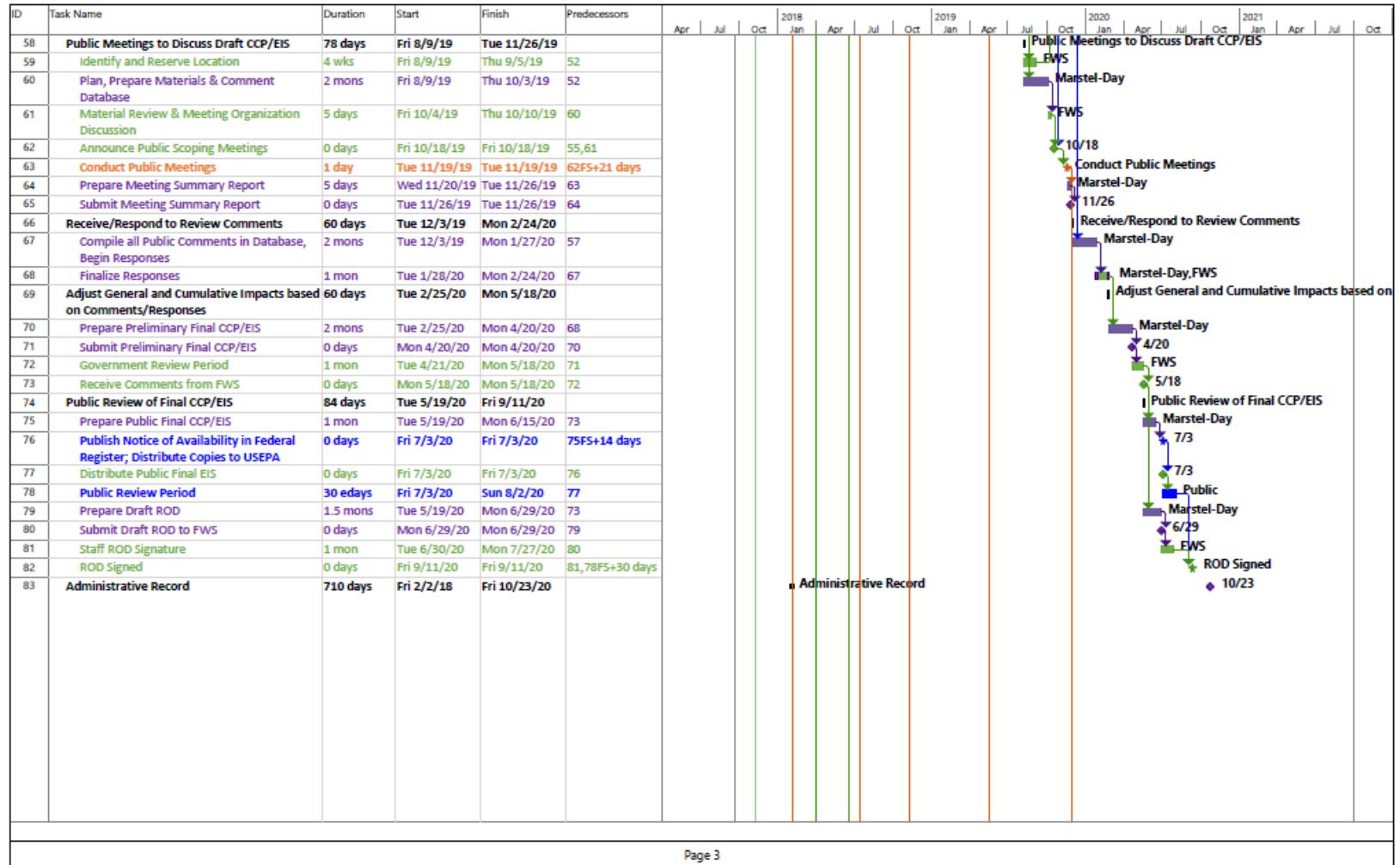


Page 1

**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**

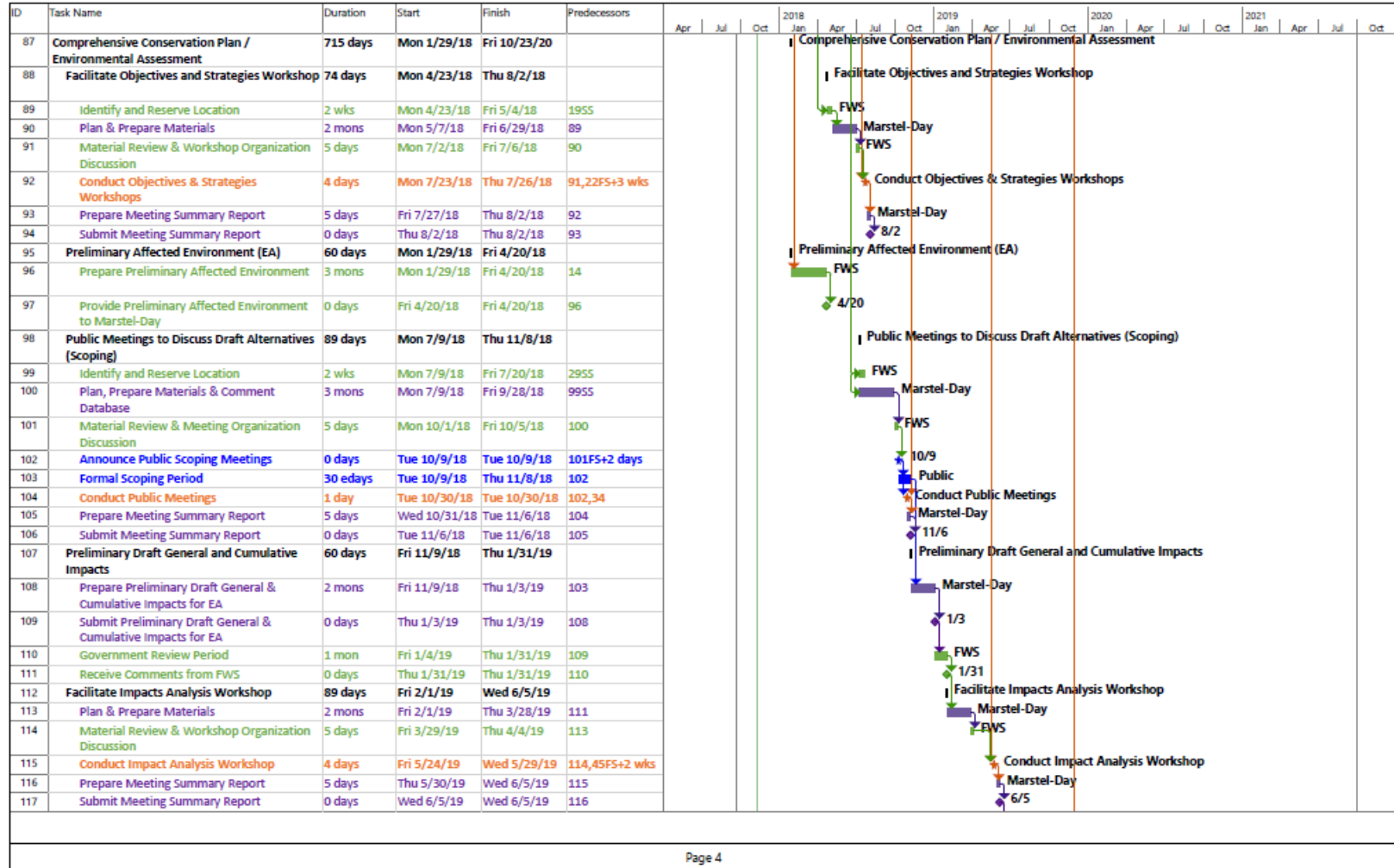


**COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR  
NATIONAL BISON RANGE COMPLEX**



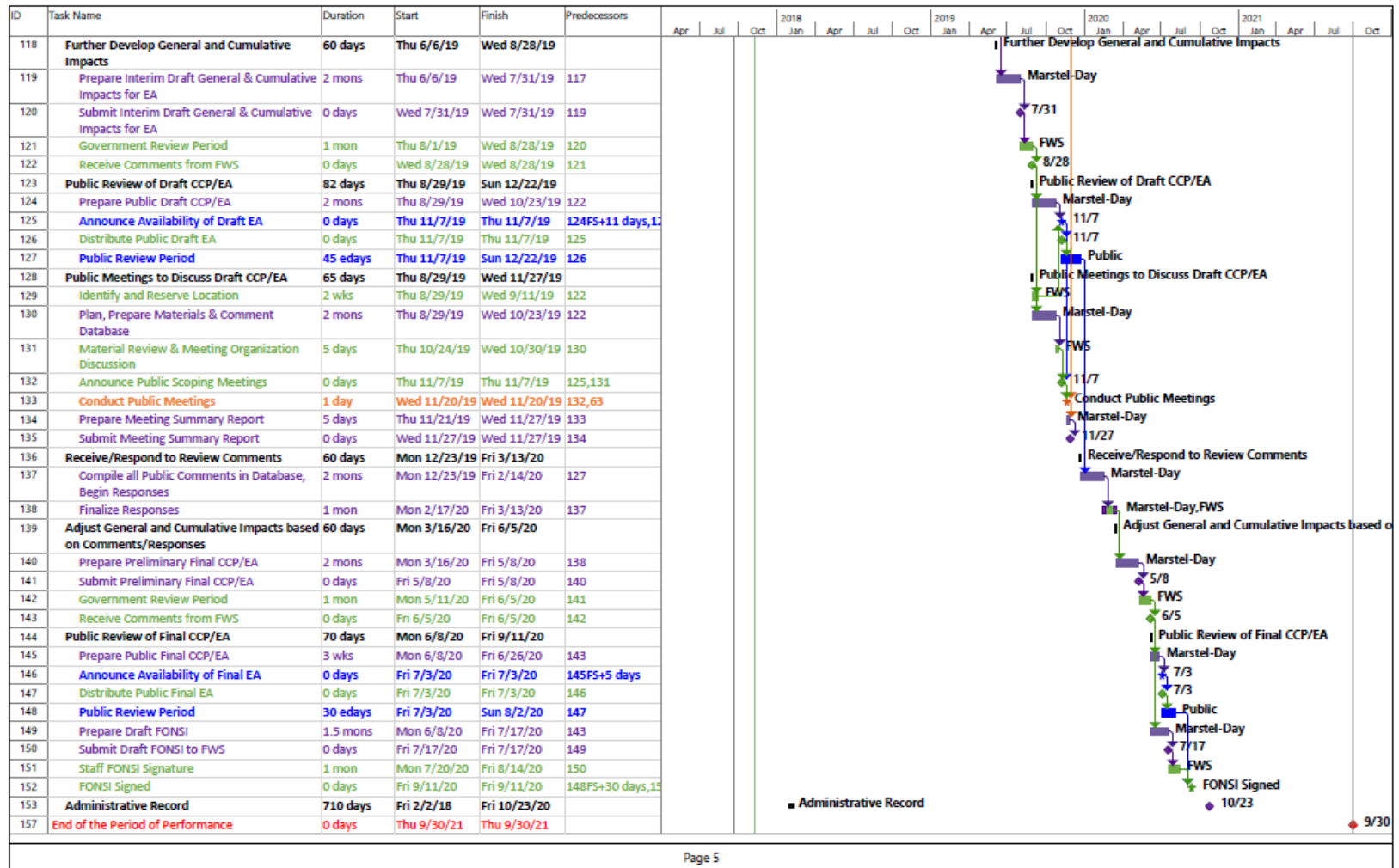


# **COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR NATIONAL BISON RANGE COMPLEX**





# **COMPREHENSIVE CONSERVATION PLANS AND ENVIRONMENTAL DOCUMENTATION FOR NATIONAL BISON RANGE COMPLEX**



---

**Project Management**

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

## ment Plan for Supporting the CCP/Environmental Documents for the National Bison Range

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

## Complex

Response
----------

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]





















[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]





















[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



**From:** [Garza, Bernardo](#)  
**To:** [Erika Wettergreen](#)  
**Subject:** Re: Draft Project Management Plan for the CCPs and Environmental Documentation for the National Bison Range Complex  
**Date:** Friday, December 1, 2017 10:52:11 AM

---

Indeed TGIF!

On Fri, Dec 1, 2017 at 10:49 AM, Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)> wrote:

Thanks Bernardo!

TGIF!!!!

Take care,

Erika

**From:** Garza, Bernardo [mailto:[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]  
**Sent:** Friday, December 1, 2017 12:31 PM  
**To:** Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>  
**Subject:** Re: Draft Project Management Plan for the CCPs and Environmental Documentation for the National Bison Range Complex

Thank you Erika.

Let me check with Vanessa and others in my team and I'll get back to you on Monday.

Hope you have a great weekend

Bernardo

On Fri, Dec 1, 2017 at 10:27 AM, Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)> wrote:

Good afternoon Bernardo,

So glad to hear that the Vision and Goals workshop went well. Looking forward to learning more about the outcomes.

Please let us know if any of following dates/ times work for you for a conference call.  
(Availability windows are reflected in EST)

12/5 10:00 – 5:00

12/6 1:00 – 3:00 or 4:30 – 5:30

12/11 10:30 – 5:30

12/13 11:00 – 2:30 or 4:30 – 5:30

12/14 12:00 – 3:00

Cheerfully,

Erika

**From:** Garza, Bernardo [[mailto:bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]

**Sent:** Thursday, November 30, 2017 4:33 PM

**To:** Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)>

**Subject:** Re: Draft Project Management Plan for the CCPs and Environmental Documentation for the National Bison Range Complex

Hello Sean,

Thanks for the best wishes, and I hope your Thanksgiving holiday was great as well.

I'll review the drafts that you sent and get back to you.

Our planning team held the Purposes, Vision and Goals workshop in MT on Nov. 7 and it went really well.

We are now setting our sights on the Alternatives Development workshop. Based on a request by the Chief of Refuges for this region, and the availability of other planning team members, it is likely that we'll hold the workshop on the week of February 5, probably in Polson, MT.

Thus we need to have a conference call to begin to look at the details of that workshop.

Can you give me possible dates for a conference call in the next couple of weeks?

Bernardo

On Thu, Nov 30, 2017 at 2:19 PM, Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)> wrote:

Hi Bernardo,

I hope you had a good Thanksgiving Day break. Attached please find a draft copy of the Project Management Plan for the contract, which includes a notional schedule for executing the CCP/NEPA work for the National Bison Range Complex. We've also included a detailed Microsoft Project Gantt Chart (see Appendix B) that provides milestones and more details on how Marstel-Day would support the Service throughout the project. This Gantt Chart/PMP are living documents that would be updated as directed by the Service.

Let us know what comments you have and we can incorporate those into the PMP. If you prefer, you can provide comments as comments/track changes in the Word version, the comment response matrix in Excel, or whatever form works best for you. Take care, Sean

---

Sean Donahoe, Ph.D.

Partner, Marstel-Day, LLC

[513 Prince Edward Street, Suite 101](#)

[Fredericksburg, VA 22401](#)

703.839.5513 (direct)

540.371.3323 (fax)

[www.Marstel-Day.com](http://www.Marstel-Day.com)

---

**From:** Sean Donahoe

**Sent:** Friday, October 13, 2017 5:19 PM

**To:** Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)>

**Cc:** Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>

**Subject:** Kick-Off Meeting Minutes

Bernardo,

Attached please find our meeting minutes for the kick-off meeting. Let us know if you have any edits on this. Have a good weekend! Sean

---

Sean Donahoe, Ph.D.

Partner, Marstel-Day, LLC

[513 Prince Edward Street, Suite 101](#)

[Fredericksburg, VA 22401](#)

703.839.5513 (direct)

540.371.3323 (fax)

[www.Marstel-Day.com](http://www.Marstel-Day.com)

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Planning and Policy**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Planning and Policy**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Planning and Policy**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

**From:** [Fields, Vanessa](#)  
**To:** [Garza, Bernardo](#)  
**Subject:** Re: Draft Project Management Plan for the CCPs and Environmental Documentation for the National Bison Range Complex  
**Date:** Monday, December 4, 2017 10:30:19 AM

---

Bernardo-

These are the times that work for me for a conference call (all in **EST** so they match Erika's suggestion):

12/5: anytime  
12/6: anytime after 4:30  
12/11: anytime after our staff meeting  
12/13: anytime after 4:30  
12/14: 12:30 - 3:00 is OK

Thanks for coordinating!

On Fri, Dec 1, 2017 at 10:43 AM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:

Hi Vanessa,

Hope you had a nice weekend.

Here are some things to think about.

Let me know what you think.

Bernardo

----- Forwarded message -----

**From:** **Erika Wettergreen** <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>

**Date:** Fri, Dec 1, 2017 at 10:27 AM

**Subject:** RE: Draft Project Management Plan for the CCPs and Environmental Documentation for the National Bison Range Complex

**To:** "[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)" <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)>

**Cc:** Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)>

Good afternoon Bernardo,

So glad to hear that the Vision and Goals workshop went well. Looking forward to learning more about the outcomes.

Please let us know if any of following dates/ times work for you for a conference call.  
(Availability windows are reflected in EST)

12/5 10:00 – 5:00

12/6 1:00 – 3:00 or 4:30 – 5:30

12/11 10:30 – 5:30

12/13 11:00 – 2:30 or 4:30 – 5:30

12/14 12:00 – 3:00

Cheerfully,

Erika

**From:** Garza, Bernardo [[mailto:bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]

**Sent:** Thursday, November 30, 2017 4:33 PM

**To:** Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)>

**Subject:** Re: Draft Project Management Plan for the CCPs and Environmental Documentation for the National Bison Range Complex

Hello Sean,

Thanks for the best wishes, and I hope your Thanksgiving holiday was great as well.

I'll review the drafts that you sent and get back to you.

Our planning team held the Purposes, Vision and Goals workshop in MT on Nov. 7 and it went really well.

We are now setting our sights on the Alternatives Development workshop. Based on a

request by the Chief of Refuges for this region, and the availability of other planning team members, it is likely that we'll hold the workshop on the week of February 5, probably in Polson, MT.

Thus we need to have a conference call to begin to look at the details of that workshop.

Can you give me possible dates for a conference call in the next couple of weeks?

Bernardo

On Thu, Nov 30, 2017 at 2:19 PM, Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)> wrote:

Hi Bernardo,

I hope you had a good Thanksgiving Day break. Attached please find a draft copy of the Project Management Plan for the contract, which includes a notional schedule for executing the CCP/NEPA work for the National Bison Range Complex. We've also included a detailed Microsoft Project Gantt Chart (see Appendix B) that provides milestones and more details on how Marstel-Day would support the Service throughout the project. This Gantt Chart/PMP are living documents that would be updated as directed by the Service.

Let us know what comments you have and we can incorporate those into the PMP. If you prefer, you can provide comments as comments/track changes in the Word version, the comment response matrix in Excel, or whatever form works best for you. Take care, Sean

---

Sean Donahoe, Ph.D.

Partner, Marstel-Day, LLC

[513 Prince Edward Street, Suite 101](#)

[Fredericksburg, VA 22401](#)

703.839.5513 (direct)

540.371.3323 (fax)

[www.Marstel-Day.com](http://www.Marstel-Day.com)



---

**From:** Sean Donahoe  
**Sent:** Friday, October 13, 2017 5:19 PM  
**To:** Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)>  
**Cc:** Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>  
**Subject:** Kick-Off Meeting Minutes

Bernardo,

Attached please find our meeting minutes for the kick-off meeting. Let us know if you have any edits on this. Have a good weekend! Sean

---

Sean Donahoe, Ph.D.

Partner, Marstel-Day, LLC

[513 Prince Edward Street, Suite 101](#)

[Fredericksburg, VA 22401](#)

703.839.5513 (direct)

540.371.3323 (fax)

[www.Marstel-Day.com](http://www.Marstel-Day.com)

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Planning and Policy**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
922 Bootlegger Trail  
Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)

**From:** [Fields, Vanessa](#)  
**To:** [Erika Wettergreen](#)  
**Cc:** [Garza, Bernardo](#)  
**Subject:** Re: Draft Project Management Plan for the CCPs and Environmental Documentation for the National Bison Range Complex  
**Date:** Wednesday, December 6, 2017 11:31:11 AM

---

That date and time works for me - thanks for coordinating!

On Wed, Dec 6, 2017 at 10:24 AM, Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)> wrote:

That works for me Bernardo.

Cheers,

Erika

**From:** Garza, Bernardo [mailto:[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]  
**Sent:** Wednesday, December 6, 2017 11:57 AM  
**To:** Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>; Vanessa Fields <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)>  
**Subject:** Fwd: Draft Project Management Plan for the CCPs and Environmental Documentation for the National Bison Range Complex

Erika and Vanessa,

How about setting our teleconference for Thursday, Dec. 14 at 1:00 pm (EST)?

Let me know if this works for you.

Bernardo

----- Forwarded message -----

**From:** Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>  
**Date:** Wed, Dec 6, 2017 at 9:00 AM  
**Subject:** RE: Draft Project Management Plan for the CCPs and Environmental

Documentation for the National Bison Range Complex

To: "Garza, Bernardo" <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)>

Good morning Bernardo,

Any luck determining a good date/ time to chat?

I can send additional dates/ times of availability if that would be helpful.

Cheers,

Erika

**From:** Garza, Bernardo [mailto:[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]

**Sent:** Friday, December 1, 2017 12:31 PM

**To:** Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>

**Subject:** Re: Draft Project Management Plan for the CCPs and Environmental Documentation for the National Bison Range Complex

Thank you Erika.

Let me check with Vanessa and others in my team and I'll get back to you on Monday.

Hope you have a great weekend

Bernardo

On Fri, Dec 1, 2017 at 10:27 AM, Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)> wrote:

Good afternoon Bernardo,

So glad to hear that the Vision and Goals workshop went well. Looking forward to learning more about the outcomes.

Please let us know if any of following dates/ times work for you for a conference call.  
(Availability windows are reflected in EST)

12/5 10:00 – 5:00

12/6 1:00 – 3:00 or 4:30 – 5:30

12/11 10:30 – 5:30

12/13 11:00 – 2:30 or 4:30 – 5:30

12/14 12:00 – 3:00

Cheerfully,

Erika

**From:** Garza, Bernardo [[mailto:bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]

**Sent:** Thursday, November 30, 2017 4:33 PM

**To:** Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)>

**Subject:** Re: Draft Project Management Plan for the CCPs and Environmental Documentation for the National Bison Range Complex

Hello Sean,

Thanks for the best wishes, and I hope your Thanksgiving holiday was great as well.

I'll review the drafts that you sent and get back to you.

Our planning team held the Purposes, Vision and Goals workshop in MT on Nov. 7 and it went really well.

We are now setting our sights on the Alternatives Development workshop. Based on a request by the Chief of Refuges for this region, and the availability of other planning team members, it is likely that we'll hold the workshop on the week of February 5, probably in Polson, MT.

Thus we need to have a conference call to begin to look at the details of that workshop.

Can you give me possible dates for a conference call in the next couple of weeks?

Bernardo

On Thu, Nov 30, 2017 at 2:19 PM, Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)> wrote:

Hi Bernardo,

I hope you had a good Thanksgiving Day break. Attached please find a draft copy of the Project Management Plan for the contract, which includes a notional schedule for executing the CCP/NEPA work for the National Bison Range Complex. We've also included a detailed Microsoft Project Gantt Chart (see Appendix B) that provides milestones and more details on how Marstel-Day would support the Service throughout the project. This Gantt Chart/PMP are living documents that would be updated as directed by the Service.

Let us know what comments you have and we can incorporate those into the PMP. If you prefer, you can provide comments as comments/track changes in the Word version, the comment response matrix in Excel, or whatever form works best for you. Take care, Sean

---

Sean Donahoe, Ph.D.

Partner, Marstel-Day, LLC

[513 Prince Edward Street, Suite 101](#)

[Fredericksburg, VA 22401](#)

703.839.5513 (direct)

540.371.3323 (fax)

[www.Marstel-Day.com](http://www.Marstel-Day.com)

---

**From:** Sean Donahoe

**Sent:** Friday, October 13, 2017 5:19 PM

**To:** Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)>

**Cc:** Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>

**Subject:** Kick-Off Meeting Minutes

Bernardo,

Attached please find our meeting minutes for the kick-off meeting. Let us know if you have any edits on this. Have a good weekend! Sean

---

Sean Donahoe, Ph.D.

Partner, Marstel-Day, LLC

[513 Prince Edward Street, Suite 101](#)

[Fredericksburg, VA 22401](#)

703.839.5513 (direct)

540.371.3323 (fax)

[www.Marstel-Day.com](http://www.Marstel-Day.com)

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Planning and Policy**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Planning and Policy**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Planning and Policy**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

Vanessa Fields



Invasive Species Ecologist  
Division of Science Resources  
922 Bootlegger Trail  
Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)

**From:** [Gallagher, Maureen](#)  
**To:** [Toni Griffin](#); [Moeder, Linda](#); [McCollister, Matthew](#)  
**Cc:** [Bernardo Garza](#); [Fields, Vanessa](#)  
**Subject:** Fwd: EIS Info Request for SO 3355  
**Date:** Wednesday, December 6, 2017 2:19:33 PM  
**Attachments:** [NBR CCP timeline 5.3.17.doc](#)

---

As referenced today - it really was just an email from Ella that Vanessa and Bernardo already have. We can talk about it Monday if necessary. I may have complicated things with my lack of knowledge. This is why you want a supervisor that knows something right. :)

Maureen Gallagher

Deputy Assistant Regional Director  
Refuges and Partners for Fish and Wildlife  
Mountain Prairie Region  
134 Union Blvd  
Lakewood, CO  
303/236/4304 o  
720/772/0424 c  
303/236/4792 fax

----- Forwarded message -----

**From:** **Hogan, Kelly** <[kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)>  
**Date:** Thu, Nov 30, 2017 at 8:56 AM  
**Subject:** Re: EIS Info Request for SO 3355  
**To:** "Wagener, Ella" <[ella\\_wagener@fws.gov](mailto:ella_wagener@fws.gov)>  
**Cc:** Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>, "Gallagher, Maureen" <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>, Bernardo Garza <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)>, vanessa fields <[Vanessa\\_Fields@fws.gov](mailto:Vanessa_Fields@fws.gov)>

Ella

Attached is the current schedule for the NBR EIS.

Will/Mo

This could make things interesting. See Ella's email below.

K

On Thu, Nov 30, 2017 at 8:44 AM, Wagener, Ella <[ella\\_wagener@fws.gov](mailto:ella_wagener@fws.gov)> wrote:

Hi everyone,

One more request. I didn't initially send this out because when I asked about EIS process it seemed like most have you didn't ever recollect doing an EIS in your Region. HOWEVER, I know at least one of you (Kelly :) ) has an EIS in the works, so I thought I should just ask everyone. Request below:

1) How many EISs are we working on and what are the relative timeframes for completion? Will we meet the 1 year and 3 month deadline for non-FAST-41 projects? We should have dates for each step of the EIS. I don't

have a specific due date for this task, yet.

And here is some additional information on that:

Good question! Any EIS that has not been finalized is expected to follow the 1 year 3 month due date (1 year to final EIS, 3 months for any remaining authorizations). This is also the case for the page limit. It doesn't matter if we have published the NOI yet or not. If we cannot make the timeline, then we should prepare a request for a waiver using the Decision Memorandum template to request an extension. Jim Cason did acknowledge that there are some project types that are more likely to exceed the timeline than others and may require more requests for extension. The Bureau NEPA team has been tasked with identifying "buckets" of project types that are feasible to meet the 1 year deadline, ones that are likely to exceed regularly, etc. I hope this exercise demonstrates that no matter how well-intentioned the bureaus are to meet the deadlines, there are some circumstances where we just can do it, usually due to external influences such as applicants/project proponents, other non-DOI agencies, etc.

Of course, the flip side is that anything that is under agency control we should be making every effort to meet the 1 year 3 month deadline.

--

Ella Wagener, J.D.  
Natural Resource Policy Advisor  
USFWS - National Wildlife Refuge System  
P: 303-236-4346  
C: 703-283-2142  
E: [Ella\\_Wagener@fws.gov](mailto:Ella_Wagener@fws.gov)  
[www.fws.gov/refuges/](http://www.fws.gov/refuges/)

# National Bison Range Complex

*Comprehensive Conservation Plan / EIS / EA*



**Project Timeline**  
2017-2020

## PURPOSE and NOTES

- Outlines a project schedule for developing a Comprehensive Conservation Plan (CCP) for units of the National Bison Range Complex: National Bison Range, Pablo National Wildlife Refuge, Ninepipe National Wildlife Refuge, Lost Trail National Wildlife Refuge and Northwest Montana Wetland Management District.
- Planning effort is divided into the following phases: Preplanning and Scoping; Alternatives Development; Draft CCP/EIS or EA; Final CCP/EIS or EA.

Schedule Milestones	
TASK	Target Completion Date
<b>Preplanning and Scoping</b> <ul style="list-style-type: none"><li>- Publish Notice of Intent (Week of May 6)</li><li>- Invitation to State, Tribes, and Cooperating Agencies</li><li>- Kickoff meeting with Cooperating Agencies (August)</li><li>- Work Plan</li><li>- Public Involvement Plan</li><li>- Scoping Meetings (Week of June 5)</li><li>- Scoping Report</li><li>- Vision and Goals Workshop</li></ul>	October 1, 2017
<b>Alternatives Development</b> <ul style="list-style-type: none"><li>- Alternatives Development Workshops</li><li>- Public Input on Draft Alternatives</li><li>- Briefing Statements to Regional and National Directorate</li></ul>	March 1, 2018
<b>Development of Draft CCP/EIS/EA</b> <ul style="list-style-type: none"><li>- Objectives and Strategies Development Workshop</li><li>- Environmental Analysis</li><li>- Internal Review Draft CCP/EIS/EA</li><li>- Meet with Cooperating Agencies; respond to comments</li><li>- Notice of Availability; briefing statements</li><li>- Public Review of Draft CCP/EIS/EA</li><li>- Public Meetings</li></ul>	March 1, 2019
<b>Development of Final CCP/EIS</b> <ul style="list-style-type: none"><li>- Respond to Public Comments</li><li>- Internal Review Final CCP/EIS</li><li>- Notice of Availability; briefing statements</li><li>- Publication of Final CCP/EIS; 30-day waiting period</li><li>- Draft Record of Decision</li><li>- Final Record of Decision</li><li>- Notice of Availability of ROD</li><li>- Printing of Final stand-alone CCPs</li><li>- Completion of Administrative Record</li></ul>	May 1, 2020

**From:** [Google Calendar](#) on behalf of [Vanessa Fields](#)  
**To:** [bernardo\\_garza@fws.gov](#); [ryan\\_moechring@fws.gov](#)  
**Subject:** NBRC Communication Plan  
**Start:** Wednesday, December 13, 2017 1:00:00 PM  
**End:** Wednesday, December 13, 2017 2:00:00 PM  
**Attachments:** [invite.cs](#)

more details > <<https://www.google.com/calendar/event?action=VIEW&eid=NHUzZW52MjE3OHU4cXRva2RuMXY4bGM0aDEgYmVybmlFyZG9lZ2FyemFAZndzLmdvdg&tok=MjJldmFuZXNzYV9maWVzZHNhZndzLmdvdjE4NWQwZjJkOGRjZDlmOTRjMjdhNjMxYjA1Y2EyMjU2OGFiNmFimWQ&ctz=America/Denver&hl=en>>

NBRC Communication Plan

This will be a call to do a preliminary brainstorming session on our overall communications strategy for the National Bison Range Complex CCP.

Conference call # [706366666](#) password: [706366666](#)

When  
Wed Dec 13, 2017 1pm – 2pm Mountain Time  
Video call  
[https://plus.google.com/hangouts/\\_/doi.gov/vanessa-fields](https://plus.google.com/hangouts/_/doi.gov/vanessa-fields) <[https://plus.google.com/hangouts/\\_/doi.gov/vanessa-fields?hceid=dmFuZlZXNzYV9maWVzZHNhZndzLmdvdg.4rsenv2178u8gtokdg1v8lc4h1](https://plus.google.com/hangouts/_/doi.gov/vanessa-fields?hceid=dmFuZlZXNzYV9maWVzZHNhZndzLmdvdg.4rsenv2178u8gtokdg1v8lc4h1)>  
Calendar  
[bernardo\\_garza@fws.gov](#)  
Who  
• [vanessa\\_fields@fws.gov](#)  
• organizer  
• [ryan\\_moechring@fws.gov](#)  
• [bernardo\\_garza@fws.gov](#)

Going?  
Yes <<https://www.google.com/calendar/event?action=RESPOND&eid=NHUzZW52MjE3OHU4cXRva2RuMXY4bGM0aDEgYmVybmlFyZG9lZ2FyemFAZndzLmdvdg&rst=1&tok=MjJldmFuZXNzYV9maWVzZHNhZndzLmdvdjE4NWQwZjJkOGRjZDlmOTRjMjdhNjMxYjA1Y2EyMjU2OGFiNmFimWQ&ctz=America/Denver&hl=en>>  
action RESPOND&eid=NHUzZW52MjE3OHU4cXRva2RuMXY4bGM0aDEgYmVybmlFyZG9lZ2FyemFAZndzLmdvdg&rst=3&tok=MjJldmFuZXNzYV9maWVzZHNhZndzLmdvdjE4NWQwZjJkOGRjZDlmOTRjMjdhNjMxYjA1Y2EyMjU2OGFiNmFimWQ&ctz=America/Denver&hl=en

Maybe <<https://www.google.com/calendar/event?action=RESPOND&eid=NHUzZW52MjE3OHU4cXRva2RuMXY4bGM0aDEgYmVybmlFyZG9lZ2FyemFAZndzLmdvdg&rst=3&tok=MjJldmFuZXNzYV9maWVzZHNhZndzLmdvdjE4NWQwZjJkOGRjZDlmOTRjMjdhNjMxYjA1Y2EyMjU2OGFiNmFimWQ&ctz=America/Denver&hl=en>>  
-  
No <<https://www.google.com/calendar/event?action=RESPOND&eid=NHUzZW52MjE3OHU4cXRva2RuMXY4bGM0aDEgYmVybmlFyZG9lZ2FyemFAZndzLmdvdg&rst=2&tok=MjJldmFuZXNzYV9maWVzZHNhZndzLmdvdjE4NWQwZjJkOGRjZDlmOTRjMjdhNjMxYjA1Y2EyMjU2OGFiNmFimWQ&ctz=America/Denver&hl=en>>  
more options > <<https://www.google.com/calendar/event?action=VIEW&eid=NHUzZW52MjE3OHU4cXRva2RuMXY4bGM0aDEgYmVybmlFyZG9lZ2FyemFAZndzLmdvdg&tok=MjJldmFuZXNzYV9maWVzZHNhZndzLmdvdjE4NWQwZjJkOGRjZDlmOTRjMjdhNjMxYjA1Y2EyMjU2OGFiNmFimWQ&ctz=America/Denver&hl=en>>

Invitation from Google Calendar <<https://www.google.com/calendar/>>  
You are receiving this email at the account [bernardo\\_garza@fws.gov](#) because you are subscribed for invitations on calendar [bernardo\\_garza@fws.gov](#).  
To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More](#) <<https://support.google.com/calendar/answer/37135#forwarding>>.



Also - will the alternatives be the same for both the EIS and the EA? If so - at what point do we stop combining these two documents and start working on them as separate documents? And should we be thinking of separate alternatives for the EA "refuges" versus the "Wetland Districts" since they are different types of lands with different purposes?

On Mon, Dec 11, 2017 at 4:36 PM, Fields, Vanessa <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)> wrote:  
Hey there-

I searched through our records on my computer and the BNL server for relevant stuff from that CCP process - didn't find as much as I had hoped. I did put what I found on the google drive under:

NBRC CCP\Previous Planning Efforts\BNL CCP and LTR HMP draft 2011

I can still follow up with Toni to see if she stashed anything...but I have a feeling she may have passed it on to Laura?

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
[922 Bootlegger Trail](#)  
[Great Falls, MT 59404](#)  
[406-727-7400](tel:406-727-7400) x219  
[406-217-6473](tel:406-217-6473) (cell)

--

Beverly Roedner Skinner  
[beverly\\_skinner@fws.gov](mailto:beverly_skinner@fws.gov)  
Wildlife Biologist  
Lost Trail National Wildlife Refuge  
[6295 Pleasant Valley Road](#)  
[Marion, Montana 59925](#)  
[406-858-2286](tel:406-858-2286)  
[406-858-2218](tel:406-858-2218) (fax)

Visit our new websites at [http://www.fws.gov/refuge/lost\\_trail/](http://www.fws.gov/refuge/lost_trail/)  
[http://www.fws.gov/refuge/Northwest\\_Montana\\_Flathead\\_County\\_WMD/](http://www.fws.gov/refuge/Northwest_Montana_Flathead_County_WMD/)

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
[922 Bootlegger Trail](#)

[Great Falls, MT 59404](#)

406-727-7400 x219

[406-217-6473](#) (cell)

--

Beverly Roedner Skinner

[beverly\\_skinner@fws.gov](mailto:beverly_skinner@fws.gov)

Wildlife Biologist

Lost Trail National Wildlife Refuge

6295 Pleasant Valley Road

Marion, Montana 59925

406-858- 2286

406-858-2218 (fax)

Visit our new websites at [http://www.fws.gov/refuge/lost\\_trail/](http://www.fws.gov/refuge/lost_trail/)

[http://www.fws.gov/refuge/Northwest\\_Montana\\_Flathead\\_County\\_WMD/](http://www.fws.gov/refuge/Northwest_Montana_Flathead_County_WMD/)



**From:** [Fields, Vanessa](#)  
**To:** [Bernardo Garza](#)  
**Subject:** Fwd: BNL CCP docs/info  
**Date:** Tuesday, December 12, 2017 10:39:34 AM

---

----- Forwarded message -----

**From:** **Skinner, Beverly** <[beverly\\_skinner@fws.gov](mailto:beverly_skinner@fws.gov)>  
**Date:** Tue, Dec 12, 2017 at 9:37 AM  
**Subject:** Re: BNL CCP docs/info  
**To:** "Fields, Vanessa" <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)>, Amy Lisk <[amy\\_lisk@fws.gov](mailto:amy_lisk@fws.gov)>

As far as I know just Amy and myself. Kevin had originally said he wasn't working that day. I don't know who else would participate at this point.

(b) (5) deliberative process privilege

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] . Since it will be five hours of driving for me back and forth, I will probably only spend about 4 hours down there actually working together. So even if we just get an idea of the alternatives and build the framework with some bullets under each goal, it will be a start and we can continue to work on it independently after that.

Amy - any ideas of a place we can meet that is closer to halfway for each of us? Could give us more time together. Five hours of driving is a big chunk out of my day.

On Tue, Dec 12, 2017 at 8:47 AM, Fields, Vanessa <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)> wrote:  
Bernardo and I are going to get together at 10am today and pull together answers to your questions and overall preliminary guidance to developing alternatives - stay tuned! :)

Are just you and Amy getting together on Thursday to go over biological information or are other staff going to be joining you to consider other topics?

On Tue, Dec 12, 2017 at 8:32 AM, Skinner, Beverly <[beverly\\_skinner@fws.gov](mailto:beverly_skinner@fws.gov)> wrote:  
thanks - will check it out

I still have the draft documents for CMR. I am just now looking at the alternatives we came up with to remind myself about this portion of the process. I still plan to drive down

to the Bison Range on Thursday so Amy and I can work through some ideas. I do not know if Kevin plans to come too - he said he had something personal on that day and wasn't working.

I am going to copy the alternative pages and send to Amy today. That way we are on the same page when we sit down and discuss on Thursday.

Do you have another set of examples we can look at also? Maybe Benton Lake?

Also - will the alternatives be the same for both the EIS and the EA? If so - at what point do we stop combining these two documents and start working on them as separate documents? And should we be thinking of separate alternatives for the EA "refuges" versus the "Wetland Districts" since they are different types of lands with different purposes?

On Mon, Dec 11, 2017 at 4:36 PM, Fields, Vanessa <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)> wrote:  
Hey there-

I searched through our records on my computer and the BNL server for relevant stuff from that CCP process - didn't find as much as I had hoped. I did put what I found on the google drive under:

NBRC CCP\Previous Planning Efforts\BNL CCP and LTR HMP draft 2011

I can still follow up with Toni to see if she stashed anything...but I have a feeling she may have passed it on to Laura?

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
[922 Bootlegger Trail](#)  
[Great Falls, MT 59404](#)  
[406-727-7400](tel:406-727-7400) x219  
[406-217-6473](tel:406-217-6473) (cell)

--

Beverly Roedner Skinner  
[beverly\\_skinner@fws.gov](mailto:beverly_skinner@fws.gov)  
Wildlife Biologist  
Lost Trail National Wildlife Refuge  
[6295 Pleasant Valley Road](#)  
[Marion, Montana 59925](#)  
[406-858-2286](tel:406-858-2286)  
[406-858-2218](tel:406-858-2218) (fax)

Visit our new websites at [http://www.fws.gov/refuge/lost\\_trail/](http://www.fws.gov/refuge/lost_trail/)

[http://www.fws.gov/refuge/Northwest\\_Montana\\_Flathead\\_County\\_WMD/](http://www.fws.gov/refuge/Northwest_Montana_Flathead_County_WMD/)

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
[922 Bootlegger Trail](#)  
[Great Falls, MT 59404](#)  
[406-727-7400 x219](#)  
[406-217-6473 \(cell\)](#)

--

Beverly Roedner Skinner  
[beverly\\_skinner@fws.gov](mailto:beverly_skinner@fws.gov)  
Wildlife Biologist  
Lost Trail National Wildlife Refuge  
[6295 Pleasant Valley Road](#)  
[Marion, Montana 59925](#)  
406-858- 2286  
[406-858-2218 \(fax\)](#)

Visit our new websites at [http://www.fws.gov/refuge/lost\\_trail/](http://www.fws.gov/refuge/lost_trail/)  
[http://www.fws.gov/refuge/Northwest\\_Montana\\_Flathead\\_County\\_WMD/](http://www.fws.gov/refuge/Northwest_Montana_Flathead_County_WMD/)

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
922 Bootlegger Trail  
Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)

**From:** [Fields, Vanessa](#)  
**To:** [Shinn, Kevin](#)  
**Cc:** [Bernardo Garza](#)  
**Subject:** Re: Declined: NBRC CCP call @ Mon Jan 8, 2018 9am - 9:30am (vanessa\_fields@fws.gov)  
**Date:** Tuesday, December 12, 2017 1:51:18 PM

---

no worries - just wanted to make sure we hadn't picked a time when you always had a conflict - Georgia in January should be nice!

On Tue, Dec 12, 2017 at 11:41 AM, Shinn, Kevin <[kevin\\_shinn@fws.gov](mailto:kevin_shinn@fws.gov)> wrote:  
Vanessa,

I will be in Georgia training that week, so will not be able to make that call. My calendar had other's invites on it as well, so when I was trying to clean up, I must have deleted my invite.

On Tue, Dec 12, 2017 at 11:09 AM, Fields, Vanessa <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)> wrote:  
Hi Kevin-

Since we missed talking with you yesterday, just wanted to check in. Is it just this call on Jan 8th that won't work for you, or is this time/plan not good for you in general?

Thanks!

On Tue, Dec 12, 2017 at 10:39 AM, Kevin Shinn <[kevin\\_shinn@fws.gov](mailto:kevin_shinn@fws.gov)> wrote:

**Kevin Shinn has declined this invitation.**

### **NBRC CCP call**

Monthly NBRC CCP coordination call.

We will plan on having a joint call on the first staff meeting of each month between the NBRC staff and the Planning group.

Call in information phone #: (b)(5) commercial privilege passcode: (b)(5) commercial privilege

Agenda Topics for January call:

1. Update on Alternatives workshop and results of data gathering thus far

(other topics to be added as needed).

When Mon Jan 8, 2018 9am – 9:30am Mountain Time

Video call [https://plus.google.com/hangouts/\\_/doi.gov/vanessa-fields](https://plus.google.com/hangouts/_/doi.gov/vanessa-fields)

Calendar [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)

Who

- [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov) - organizer
- [bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)
- [linda\\_moeder@fws.gov](mailto:linda_moeder@fws.gov)
- [mike\\_koole@fws.gov](mailto:mike_koole@fws.gov)
- [dean\\_vaughan@fws.gov](mailto:dean_vaughan@fws.gov)
- [beverly\\_skinner@fws.gov](mailto:beverly_skinner@fws.gov)
- [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov)
- [kevin\\_shinn@fws.gov](mailto:kevin_shinn@fws.gov)
- [kelly\\_hogan@fws.gov](mailto:kelly_hogan@fws.gov)
- [matthew\\_mccollister@fws.gov](mailto:matthew_mccollister@fws.gov)
- [karen\\_shoemaker@fws.gov](mailto:karen_shoemaker@fws.gov)
- [brent\\_woodger@fws.gov](mailto:brent_woodger@fws.gov)
- [amy\\_lisk@fws.gov](mailto:amy_lisk@fws.gov)
- [marlin\\_mcdonald@fws.gov](mailto:marlin_mcdonald@fws.gov)

Invitation from [Google Calendar](#)

You are receiving this email at the account [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov) because you are subscribed for invitation replies on calendar [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov).

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More](#).

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
[922 Bootlegger Trail](#)  
[Great Falls, MT 59404](#)  
[406-727-7400](#) x219  
[406-217-6473](#) (cell)

--

Kevin J. Shinn

Manager/Federal Wildlife Officer  
Lost Trail NWR/NW Montana WMD  
406-858-2216 Office  
406-260-5192 cell

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
922 Bootlegger Trail  
Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)

**From:** [Fields, Vanessa](#)  
**To:** [Garza, Bernardo](#)  
**Subject:** Re: Alternatives Workshop Organizational Conference Call  
**Date:** Wednesday, December 13, 2017 3:55:05 PM

---

Can you send me that attachment with the project timeline, etc. that was referenced on the last email string? *(a draft copy of the Project Management Plan for the contract, which includes a notional schedule for executing the CCP/NEPA work for the National Bison Range Complex. We've also included a detailed Microsoft Project Gantt Chart (see Appendix B) that provides milestones and more details on how Marstel-Day would support the Service throughout the project.)*

Or maybe you already put it on the P drive and I just missed it?

Thanks!!

On Wed, Dec 13, 2017 at 3:19 PM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:  
Folks,

For tomorrow's conference call (1 PM ET, 11:00 AM MT) please use the following teleconference information:

TOLL FREE DIAL-IN NUMBER:..... (b)(5) commercial privilege

PASS CODE NUMBER FOR THOSE DIALING IN:..... (b)(5) commercial privilege

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
922 Bootlegger Trail  
Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)

**From:** [Ryan Moehring](#)  
**To:** [Vanessa Fields](#)  
**Cc:** [Bernardo Garza](#)  
**Subject:** RE: Bison Range  
**Date:** Wednesday, December 13, 2017 6:07:57 PM  
**Attachments:** [NERBisonandElkManagementEngagementPlan-2.8.17.docx](#)  
[RockyFlats\\_Strategy\\_v7.docx](#)  
[NER Bison and Elk Management Engagement Plan Revised.docx](#)

---

Thanks for the good discussion today.

Attached are a few documents that are provided for your reference. My hope is that any document we create together for the purpose of NBR CCP engagement is much shorter, succinct, and better organized. That said, if there is anything useful to be gleaned from the attached, please go for it.

Disclaimer: These documents are not for sharing being this group. Please and thank you!

Happy holidays! Let touch base in the new year!

Thanks,  
Ryan

Ryan Moehring  
Public Affairs  
U.S. Fish and Wildlife Service  
Mountain-Prairie Region  
303-236-0345

**From:** Fields, Vanessa [mailto:[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)]  
**Sent:** Thursday, December 07, 2017 1:52 PM  
**To:** Ryan Moehring  
**Cc:** Garza, Bernardo  
**Subject:** Bison Range

Hi Ryan-

Just in case it would be helpful to you before our call next week on the National Bison Range CCP communications strategy, I have attached a summary of the public scoping comments that Bernardo prepared and the overall project timeline that Bernardo's and my EPAPs are based on. If you wanted to see any of the original comments, they are posted on the website for the CCP:

<https://www.fws.gov/mountain-prairie/refuges/nbrc.php> under "Documents"

Talk to you next week!

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
922 Bootlegger Trail



Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)



## PUBLIC ENGAGEMENT STRATEGY [9.29.16]

### PURPOSE OF THE PUBLIC ENGAGEMENT STRATEGY

The purpose of the engagement strategy is to solicit input from the public on how to shape future Rocky Flats National Wildlife Refuge (Rocky Flats NWR) visitor experiences and to ensure transparency with regards to the U.S. Fish and Wildlife Service's (Service) plans to improve and open the Refuge. Our primary goal for this strategy is to engage neighboring communities and other members of the public on how they can help shape the future refuge experience and to listen to and address concerns they bring to our attention. This includes clearly explaining to stakeholders what decisions have already been made as well as how their input will be used and can influence the decisions that are yet to be made.

This engagement effort is designed to build broader public awareness of how and why the Service manages national wildlife refuges, the work that has been done (clean up, remediation, and restoration) at Rocky Flats NWR, and the management and visitor use opportunities that will occur in the future on the Refuge.

This engagement project is being driven by the fact that implementation of the 2005 Rocky Flats NWR Comprehensive Conservation Plan (CCP) is now underway. Between 2002 and 2005, the Service worked with the public and all levels of government on the development of the CCP - a long range management plan for the Refuge. The CCP planning effort also included an Environmental Impact Statement. The CCP was finalized in 2005 and made the decision to open the Refuge to several wildlife-dependent recreation opportunities. In 2016, the Service secured funding for CCP implementation and initiated the conceptual design of visitor facilities to support visitor use. The Service expects that this design process will carry through 2016 and construction will begin in early 2017, allowing the Refuge to open to the public by Spring 2018.

### DEFINING THE DECISION SPACE

There are varying degrees of decision space with this effort. The Service will be transparent in our implementation of the Rocky Flats NWR CCP and will keep the public informed along the way, but it will not revisit decisions made in the CCP. To this effect, the Service will make it clear that the following decisions have been made:

- Rocky Flats NWR is a national wildlife refuge managed by the Service. Its legislated purpose is to restore and preserve native ecosystems (Rocky Flats National Wildlife Refuge Act of 2001).
- Rocky Flats NWR will be open to the public for a variety of wildlife-dependent recreation uses including hiking, biking, wildlife observation, wildlife photography, environmental education, and interpretation (2005 Rocky Flats National Wildlife Refuge Comprehensive Conservation Plan).
- The planned opening for Rocky Flats NWR is spring 2018.

The Service intends to engage in two-way dialogue and collaboration with the public on topics related to visitor facility design, public engagement and outreach, the ways in which the site is interpreted, and programming development. The Service recognizes that there are opportunities to have meaningful engagement and nurture the support of neighbors and other key stakeholders by collecting input on shaping the refuge experience and community relationships. Therefore, the Service will welcome and solicit public input related to the following decision spaces:

- Structuring the public engagement process and ongoing outreach and communications
- Shaping the refuge trail system
- Designing interpretive media
- Developing refuge programming

## ENGAGEMENT GOALS

The Service wants to open Rocky Flats NWR in an informed manner and to understand the different perspectives surrounding the Refuge's opening and future use. The Service intends to listen to and collect input from the Refuge's neighbors and other interested members of the public regarding the development of visitor use facilities at Rocky Flats NWR and to share information about the upcoming Refuge opening, as well as past clean up and remediation efforts.

The goals for this engagement effort are three-fold:

1. Engage local communities on how they can help shape the future refuge experience. This includes involving the public in structuring ongoing engagement and outreach, shaping the refuge trail system, developing interpretive exhibits and proposing refuge programming
2. Keep the public informed about the upcoming opening of Rocky Flats NWR, including the design and construction of visitor facilities and what the refuge has to offer in terms of habitat, wildlife, and recreation opportunities.
3. Increase public and elected official support for Rocky Flats NWR.

## AUDIENCES

This engagement strategy is not focused on convincing interested parties at opposite ends of the public opinion spectrum. Rather it is designed to inform and involve those in the "middle" by engaging in collaborations focused on the shaping of the future refuge experience. Our target audiences are the residents and communities directly surrounding the Refuge and elected officials. The Service will rely on existing supporters of Rocky Flats NWR to share positive messaging and opportunities for engagement with their constituents.

## KEY MESSAGES

Throughout the engagement effort, the Service intends to reiterate the following 4 core messages:

1. Just as we are good stewards of the land, we strive to be good neighbors. We value your perspectives and ideas on how to shape the Rocky Flats NWR experience
2. We will be transparent with the implementation of our plans and provide the public with engagement opportunities along the way.
3. We have and will continue to take steps to ensure that the Refuge is safe and we will continue to engage the public in dialogue about the site's safety. In particular, we are curious about what information the public would like to review or what experts they would like to consult with in order to feel more comfortable about visiting Rocky Flats NWR.

## COMMUNICATION TOOLS & MEDIA

Over the next 18 months, the Service will actively engage with local residents, governments, and other interested parties around our CCP implementation plans. To assist with this effort, the Service has contracted with Root House Studio, a public engagement firm, to produce communication tools and media needed to execute the engagement, outreach activities, and products outlined in this strategy.

Beginning in October 2016, the Service will launch a series of four **Sharing Sessions**. These sessions will be the Service's primary engagement tool and will create opportunities to engage the public in a dialogue around the shaping of the future refuge experience. The Service will emphasize that these sessions are not just another regulatory public meeting, but rather a series of collaborations and the beginning of an ongoing dialogue with refuge neighbors, supporters, and other interested parties. All four Sharing Sessions will be located at Candelas, a neighborhood on the Refuge's southern boundary. At Sharing Session #1, we will be soliciting the public's input on what they want to discuss in future sharing sessions, therefore the agenda listed below for these gatherings is only loosely defined at this point.

- **Sharing Session #1 (Oct 6, 2016):** Engagement Process Overview, Refuge Staff Report, Collecting Public Input on the Following: 1. Future exhibits and interpretive experiences, 2. Engagement opportunities and tools needed to build support for the Refuge, 3. Topics for future sharing sessions.
- **Sharing Session #2 (Dec 2016):** Refuge Staff Report, Discussion Topics: 1. Shaping the Trail System, *additional topics TBD*

- **Sharing Session #3 (Feb 2017):** Refuge Staff Report, Discussion Topics: 1. Future Refuge Programming, *additional topics TBD*
- **Sharing Session #4 (April 2017):** Refuge Staff Report, Discussion Topics: *TBD*

The Service will create the following communication media to inform the public about Rocky Flats NWR. Again, this list may shift as the Service collects input on how the public would like to be informed and engaged and what types of communication media they feel will be most effective in building comfort with the public and support for the Refuge:

- **Frequently Asked Questions (FAQ).** Answers to common questions and a consolidated list of information resources with links to studies/reports and other information regarding the Refuge, safety concerns, and the Rocky Mountain Greenway.
- **Rocky Flats NWR Fact Sheet.** An information sheet developed in cooperation with partners (CDPHE, DOE, EPA) that focuses on the clean-up and addresses site safety concerns.
- **Refuge Sign.** A temporary sign on the refuge's northeast corner (at Indiana and Hwy 128).
- **Refuge Maps.** Maps of proposed visitor facilities, habitat, and the trail system.
- **Refuge Video.** A video that reveals the Refuge's landscape, explains the site's evolution, and promotes future public uses.

Additionally, the Service intends to use the following outlets to keep the public informed on its implementation plans and facility design and construction projects and share additional information about Rocky Flats NWR:

- Rocky Flats NWR website ([http://www.fws.gov/refuge/rocky\\_flats/](http://www.fws.gov/refuge/rocky_flats/))
- Facebook - USFWS Mountain Prairie Region (<https://www.facebook.com/USFWSMountainPrairie>)
- Twitter - USFWS Mountain Prairie Region (<https://twitter.com/USFWSmtnpairie>)
- Partners' social media and digital newsletters
- Monthly refuge tours
- Briefings, presentations, tours for Rocky Flats Stewardship Council (RFSC) and other partners
- Media tours
- Press releases
- Other means the public indicates would be helpful during our sharing sessions

## TIMELINE

May-Oct 2016: Develop and Refine Engagement Strategy (Complete)

June 4th: National Trails Day and Rocky Mountain Greenway Celebration (at Standley Lake Library); Congressional tour (with Congressman Ed Perlmutter) (Complete)

Fall 2016: Multi use building and exhibit designs initiated (Underway)

Sept-Oct 2016: Website updated / FAQ & Fact Sheet Developed / Media Tours /Sharing Session #1 (Underway)

Dec 2016: Sharing Session #2

Winter 2017: Trail design initiated / Building construction begins / Refuge sign installed

Feb 2017: Sharing Session #3

April 2017: Sharing Session #2

Summer 2017: Trail Construction begins/Refuge video released

Late 2017: Visitor Facility construction complete (trails, multi-use building) /Tours of new facilities

Spring 2018: Refuge opening

## MEASURING EFFECTIVENESS OF ENGAGEMENT AND OUTREACH

The Service will check in regularly with members of the public and its partners to collect feedback on the effectiveness of its engagement and communication tools. Additionally, the Service feels the following will be important measures of success:

- **Participant satisfaction.** Did participants view the public involvement process as transparent, well-managed, inclusive, and appropriate to the issue(s) under consideration? Did they believe their input was welcomed, heard and considered? Would they be more or less likely to participate in other such processes in the future?
- **Talk Linked to Action:** Did the Service demonstrably consider the ideas or recommendations resulting from the engagement process in their final decision-making and design of the refuge visitor experience. Was there greater support for the resulting new facilities and programs? Was there feedback to participants about how their recommendations were or were not used and why?
- **A community of local supporters, neighbors and engaged partners.** Has the completed engagement activity made it more or less likely that the public has the interest and information needed to enjoy the Refuge and stay involved with the Service?

## TALKING POINTS (for specific topics)

These talking points are intended to supplement the engagement strategy and are included here as a reference for the preparation of Rocky Flats NWR public and media outreach materials. It is important to note that this is an iterative collection of talking points that will grow and change as the Service listens to the public, refines its understanding of their perspectives and concerns, and collects input on the shaping of the future refuge experience.

## Implementing the Comprehensive Conservation Plan for Rocky Flats NWR

- While the Service highly values the public's input, the purpose of this public engagement process is not to revisit decisions that were made in the 2005 Comprehensive Conservation Plan. That CCP process involved extensive public engagement that continues to inform our management decisions today. Rather, the Service will create opportunities to collect input and answer questions from the Refuge's neighbors and the public regarding future facility development, wildlife-dependent programming, and interpretation and storytelling at the Refuge. The Service will also openly share information about the development of visitor use facilities at Rocky Flats NWR, the upcoming opening, and past clean up and remediation efforts.
- Between 2002 and 2005, the Service led partners and stakeholder in a multi-year planning effort that included extensive public involvement. Through this planning process, it was determined to open Rocky Flats NWR to visitor uses and to build visitor facilities such as trails on the site.
- Visitor facility planning in the CCP was conceptual and the CCP does not include precise detail on the location and specifications of the facilities. Through our engagement strategy we intend to solicit public input on the designs of the trails and interpretive exhibits and we will be sharing updated planning maps, designs and drawings as they are developed.

## Safety

- We recognize that there are continued concerns regarding the safety of the lands comprising Rocky Flats NWR and the adequacy of the clean-up and remediation of this site.
- We are confident in the results of the clean-up and remediation and recommendations from experts on public health and safety - the U.S. Environmental Protection Agency (EPA) and Colorado Department of Public Health and Environment (CDPHE).
- If we did not believe that this area could be safely opened to the public, we would not have accepted these lands into the National Wildlife Refuge System.
- Visitor and employee safety is a top priority for the Service. If we did not believe that this area was safe, we would not allow our employees or our families to regularly spend time on the refuge.
- During the remediation process both ground water and soils at Rocky Flats NWR were very closely monitored. Today this monitoring continues and we have pledged to conduct additional soil sampling prior to the construction of the visitor center, trails, and trail heads.
- The Rocky Flats NWR surrounds the former nuclear weapons production plant located in what was the plant's "buffer zone". The former plant area, known as the Rocky Flats Legacy Site, is not part of the refuge. This Legacy Site is still retained and managed by DOE and will not be open to the public, as work and monitoring are still being conducted in this area.

- To learn more about the extensive clean-up efforts that made the Refuge a safe place to recreate, please review the Rocky Flats NWR Frequently Asked Questions (FAQ) on our website ([http://www.fws.gov/refuge/rocky\\_flats/](http://www.fws.gov/refuge/rocky_flats/)).

***Additional “If Asked” safety messages (we will refer reporters to EPA and CDPHE for specific questions on clean-up):***

- In 2006, the Service completed its own independent verification of the post-cleanup condition of the Refuge. This Level III pre-acquisition contaminants survey is required whenever we acquire lands where it is reasonable to assume that hazardous substances were present. The Service’s own sampling confirms that the Refuge is safe for public use.
- In 2011, the Service requested additional information *specific to Refuge lands* regarding any residual risk to its workers and visitors. The EPA and CDPHE responded that risk to visitors is negligible and that the increased risk of cancer associated with long-term exposure this area would be 0.0001%, which means that the overall likelihood of someone contracting cancer after long-term exposure to this area is the same as someone who has not been exposed to this area.

## **Rocky Flats’ History**

- We intend to share the full story of Rocky Flats NWR and we invite the public to attend the sharing sessions and help us craft compelling interpretive media that reveals how the Refuge has evolved.
- At the multi-use building and via digital media, the Service intends to reveal the history and evolution of Rocky Flats NWR. This will include explaining the following aspects of the site history:
  - Prehistory (Native American use)
  - Homesteading and settling Colorado
  - Cold war era and nuclear weapons production
  - Clean-up and remediation
  - Transfer to the Service, refuge establishment, habitat conservation, and public use

## **Future Visitor Use / Wildlife Recreation Opportunities**

- The CCP/EIS support the decision to open the Refuge to several wildlife-dependent recreational opportunities such as hiking, wildlife observation, wildlife photography, interpretation, and environmental education.
- In early 2017, the Service will begin designing trails and facilities needed to support visitor use. We welcome the public’s input during our Sharing Sessions to collaboratively design the Refuge trails.
- Construction of facilities may begin as early as winter 2016, and should be completed by the end of 2017.
- Visitor services facilities will include:
  - Trails open to hikers and bikers (some utilize existing two-track roads, some will require single track construction)
  - Multi-use building
  - Overlooks
  - Interpretation (signs, media, tours)
- We anticipate that the trails in Rocky Flats NWR will connect into outlying local and regional trails. There will be trailheads on the north, south and east boundary of the Refuge that provide potential trail connections to outlying trails.
- Future visitor numbers at Rocky Flats NWR are difficult to predict. It is likely that visitor numbers will be similar to surrounding open space properties. Nearby City of Boulder Open Space and Mountain Parks properties see approximately 30,000 annual visitors\* and Boulder County’s Coalton Trail, which would tie into the Refuge trails, received approximately 38,000 visitors in 2015. [*\*Taken from 2004-5 Boulder OSMF data for Flatirons Vista and Greenbelt Plateau trailheads. Visitation has likely increased since 2004-5 due to the construction on new trails and designation of cycling on these trails.*]

## **Habitat & Wildlife / Rocky Flats NWR: A Prairie Refuge at the Foot of the Rockies**

- Rocky Flats NWR is a 5,000-acre refuge that offers striking vistas of the Front Range of the Rocky Mountains and rolling prairie grasslands, woodlands and wetlands. The Refuge is home to 239 migratory and resident wildlife species, including prairie falcons, deer, elk, coyotes, songbirds, and the federally threatened Preble’s meadow jumping mouse.

- Large areas of Rocky Flats NWR have remained relatively undisturbed for the last 30 to 50 years, resulting in diverse habitat and wildlife. A portion of Rocky Flats NWR contains rare xeric tallgrass prairie, providing habitat for a variety of wildlife and serving as an important natural and conservation resource.
- Rocky Flats NWR is a wildlife refuge and not open space. Consequently, while the public will have the opportunity to enjoy the Refuge, restoring and preserving ecosystems and improving habitat to sustain wildlife is the primary purpose of the Refuge.

## **Fire Management**

- Fire is a key management tool in conserving and restoring prairie habitat. In addition to reducing the risk of unwanted wild fires, prescribed fire is the most effective means of removing invasive weeds. However, fire is not the only management at our disposal. Herbicide application and mechanical removal are two additional tools in our suite of management options. This is another topic for which we hope to hear feedback from the public during our upcoming listening sessions.
- If a wildfire does break out on the site or a nearby site, the Service will react immediately and will work with partners to contain the fire. One of the items we will discuss with the public during the listening sessions is what sort of communications would be most helpful to them in the event of a wildfire on the Refuge.

## **Learning From Rocky Mountain Arsenal NWR**

- Like Rocky Flats NWR, Rocky Mountain Arsenal NWR was a contaminated site that was remediated and transferred to the Service. Since we have been through a similar process before, we will be looking to our successes and “lessons learned” at the Rocky Mountain Arsenal NWR to guide our implementation at Rocky Flats NWR.
  - Like Rocky Mountain Arsenal NWR, Rocky Flats NWR is part of the Service’s Urban Wildlife Refuge Conservation Program. This initiative is designed to make the Service’s programs far more relevant to millions of Americans – 80 percent of whom live in big and small cities, giving them myriad ways to participate in wildlife conservation and recreation. While conserving grassland habitat and its associated wildlife species remain our primary management priorities, the Service intends to make Rocky Flats NWR a convenient place for enjoying wildlife-dependent recreation on the edge of a major city.
  - To learn more about the Urban Refuge Conservation Program, visit: <http://www.fws.gov/urban>.

## **Rocky Mountain Greenway**

- The Rocky Mountain Greenway (RMG) vision is a system of uninterrupted trails linking the three Metro area National Wildlife Refuges: Rocky Mountain Arsenal NWR, Two Ponds NWR, and Rocky Flats NWR. Beyond the Metro area, the broader vision is to extend this Greenway trail to Rocky Mountain National Park. When complete, the Greenway will link thousands of acres of public lands together. The Rocky Mountain Greenway has been recognized as one of Governor Hickenlooper’s “12 in 2016” priority trails (<https://cdnr.us/#/cothebeautiful>)
- For more information on the RMG, visit: <http://rockymtngreenway.org/>. A map showing the proposed greenway route can be found here: <http://rockymtngreenway.org/trail-map/>.
- The Rocky Flats NWR portion of the greenway will include a trailhead on the Refuge’s northern boundary (along Highway 128) that connects into Boulder County Open Space and a trailhead on the Refuge’s eastern boundary (along Indiana St.) that ties into Westminster and Arvada trails. Within Rocky Flats NWR, the Walnut Creek and Rock Creek trails will provide the Rocky Mountain Greenway link between these two trailheads.
- On June 4th, National Trails Day, the cities of Arvada and Westminster celebrated the construction and opening of the portion of the greenway connecting Two Ponds NWR to Rocky Flats NWR. The celebration took place at Stanley Lake Library. Service director Dan Ashe, former Interior Secretary Ken Salazar, and Governor Hickenlooper attended.































**From:** [Garza, Bernardo](#)  
**To:** [Erika Wettergreen](#)  
**Subject:** Reconnecting...  
**Date:** Tuesday, December 19, 2017 11:54:39 AM  
**Attachments:** [BNL\\_AlternativesAgenda\\_04.21.09.doc](#)  
[BNL\\_DraftCCP\\_CH3\\_alternatives.pdf](#)  
[Examples of themes and action statements.docx](#)  
[HowToDevelopAlternatives.pptx](#)  
[NBRC\\_AlternativesInstructionHandout.docx](#)  
[RMA\\_AlternativesAgenda\\_02.05.2014.doc](#)  
[RMA\\_AlternativesPresentation.pdf](#)  
[DRAFT NBRC CCPs Scoping Report.pdf](#)

---

Hello Erika,

Sorry I didn't sent you the attached examples and documents until now. But right after our conversation on Thursday I had to leave my office an take my 4-year old daughter to Children's Hospital, where I remained with her and my wife until Friday night.

Then, yesterday I was only present in my office for half of the day as I had to take my daughter to see a specialist in the afternoon.

So today is my first full day back in the office since we had the conference call.

I spoke with Vanessa Fields earlier today and updated her on our conversation during last Thursday's conference call.

She and I would be available to try our conference call again later this week (any time on Thursday or during the morning of Friday, whatever works for you) or perhaps next week. Just let me know what day and time works for you and we'll do the conference call to continue working on the Alternatives Workshop.

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

# CHAPTER 3—Alternatives



USFWS

*Partnerships at work in the Rocky Mountain Front Conservation Area.*

The purpose of this chapter is to describe the management alternatives considered for the Benton Lake National Wildlife Refuge Complex, Montana. Alternatives are different approaches to management that are designed to achieve the refuge complex purposes, vision, and goals; the mission of the Refuge System; and the mission of the Service. Alternatives are developed to address the substantive issues, concerns, and problems identified by the Service, the public and other partners during public scoping, and throughout the development of the draft CCP.

Alternatives A–C for the refuge complex, as described below, apply to all units of the refuge complex (two refuges, one wetland management district, three conservation areas). In addition, it was found that a separate analysis would be conducted, and that a broader range of alternatives would be devel-

oped, for just Benton Lake Refuge because the issues that applied to this refuge were more complex. The alternatives that are specific to Benton Lake Refuge do not apply to the rest of the refuge complex. However, they are extensions of alternatives A, B, and C that would apply to the entire refuge complex (see table 4). Chapter 7 describes the analysis for Benton Lake Refuge and how the proposed action relates to the refuge complex.

**Table 4. Each Benton Lake National Wildlife Refuge Complex-level alternative is linked to one or more alternatives for Benton Lake National Wildlife Refuge, Montana.**

Refuge Complex Alternative	A	B	C
Benton Lake Refuge Alternative	A1	B1, B2	C1, C2

## 3.1 Development of Alternatives for the Refuge Complex

The Service assessed the planning issues identified in chapters 2 and 7, the existing biological conditions described in chapters 4 and 7, and external relationships affecting the refuge complex. This information contributed to the development of alternatives; as a result, each alternative presents different approaches for meeting long-term goals. More alternatives were developed and analyzed for Benton Lake Refuge in chapter 7. Each alternative was evaluated according to how well it would advance the vision and goals of the refuge complex and the Refuge System and how it would address the planning issues.

Several planning elements came out of this assessment. Approaches for meeting long-term goals have been grouped under each planning element. These have been carried across each alternative to help in comparing alternatives. Approaches for meeting long-term goals are also addressed under elements common to all alternatives.

Long-term goals, planning elements, and their accompanying planning issues from chapter 2 are as follows:

### LANDSCAPE CONSERVATION GOAL

- Elements common to all alternatives
- Climate change: climate change
- Preserving intact landscapes: agricultural conversion, development, water quality, wildlife management

### HABITAT GOAL

- Elements common to all alternatives
- Grasslands: invasive plants, nonnative plants and noxious weeds; loss of ecological processes
- Wetlands and riparian areas: invasive plants, nonnative plants and noxious weeds; loss of ecological processes, fisheries management

- Forests and woodlands: invasive plants, nonnative plants and noxious weeds; loss of ecological processes

### WILDLIFE GOAL

- Elements common to all alternatives
- Species of concern: invasive plants, nonnative plants and noxious weeds; wildlife management; fisheries management
- Migratory birds: wildlife management

### CULTURAL RESOURCES GOAL

- Elements common to all alternatives

### VISITOR SERVICES GOAL

- Elements common to all alternatives
- Visitor services: wildlife management, fisheries management, visitor services, nonwildlife-dependent uses and nomenclature

### ADMINISTRATION GOAL

- Elements common to all alternatives
- Staff and funding: operations

### VISITOR AND EMPLOYEE SAFETY AND RESOURCE PROTECTION GOAL

- Elements common to all alternatives
- Visitor and employee safety: visitor services, nonwildlife-dependent Uses, operations
- Resource protection: nonwildlife-dependent Uses, operations



## ALTERNATIVES CONSIDERED BUT ELIMINATED FROM DETAILED STUDY

- No alternatives were considered and eliminated from detailed study.

### 3.2 Elements Common to All Alternatives

There are some consistencies in the three alternatives. This section identifies the following key elements that will be included in the CCP, regardless of the alternative selected:

- The Service would make sure that management of the refuge complex complies with all Federal laws and regulations that provide direction for managing units of the Refuge System.
- Attempts to control invasive species would be made through an integrated pest management (IPM) approach that includes biological, chemical, and mechanical treatment methods.
- Cultural resources would be provided equal protection and management. New cultural resources would be documented and protected as they are discovered.
- Research efforts would be conducted internally, or generated externally, to help reach management objectives.
- Wildlife and habitat inventory, monitoring, and research efforts would be conducted.
- Surveillance for key wildlife diseases such as botulism and West Nile virus would occur as needed.
- Strong and diverse partnerships would be promoted to help meet objectives and achieve complex goals. These partnerships, among other things would help link protected areas, leverage financial resources and increase community support, and preserve the rural way of life.
- A coordination of activities, monitoring, and collaboration with industrial, commercial, or agri-

cultural development interests would continue to protect existing and potential Service interests.

- Water rights throughout the refuge complex would be supported.
- Sagebrush-steppe habitat would continue to be protected through conservation easements, fee title acquisition, and land exchanges or donations. On fee-title lands, mechanical methods for tree removal, fire, and grazing would be used to rejuvenate sagebrush-steppe habitat. Work with landowners through Partners for Fish and Wildlife to support and manage sagebrush-steppe habitat would continue.
- Fishing would continue at some units of the refuge complex in accordance with State regulations.
- Recreational trapping would continue to be allowed on waterfowl production areas in the district, with the exception of the H2-O and Sands WPAs, in accordance with State seasons and regulations. No recreational trapping at Swan River Refuge would be authorized; however, trapping by special use permit would continue for wildlife and infrastructure management purposes only.
- Facilities, infrastructure, vehicles, and other equipment would continue to be supported in good working condition to achieve management goals. Fences in the refuge complex that serve no management purpose would continue to be removed.

### 3.3 Alternative A (Current Management— No Action)

Alternative A is the no-action alternative, which represents the current management of the refuge complex. This alternative provides the baseline against which to compare the other alternatives. It also fulfills the requirement in NEPA that a no-action alternative be addressed in the analysis process.

Management activity being conducted by the Service would remain the same. The Service would not develop any new management, restoration, or education programs at the refuge complex. Current habitat and wildlife practices that help migratory species and other wildlife would not be expanded or changed. Habitat management within the ref-



uge complex would continue to focus, primarily, on helping migratory birds, especially during breeding. Other species would be considered through land protection programs and partnerships (for example, grizzly bear and bull trout). Staff would continue monitoring, inventory, and research activities at their current level. Money and staff levels would remain the same with little change in overall trends. Programs would follow the same direction, emphasis, and intensity as they do now.

## CLIMATE CHANGE

Baseline monitoring of habitat conditions that could potentially be related to the effects of climate change would continue. Existing weather stations and stream gauges would be supported. Staff would continue to collaborate with the USGS to obtain climate-related information.

Climate change stressors would be addressed primarily through preservation of large blocks of functional land that have natural processes that maximize resiliency. The refuge complex would work cooperatively with partners to improve condition of landscapes to increase resiliency, and seek other opportunities to work with partners to address climate change issues including restoration projects on Service-interest lands. Efforts would be made throughout the refuge complex to restore grasslands, forests, and wetlands and prevent conversion to enhance carbon sequestration.

Attempts would be made to reduce the carbon footprint of existing facilities. Activities would include weatherproofing facilities, upgrading furnaces, doors, and windows. These would be modest improvements to facilities and increased use of Webinars and other virtual meeting devices to reduce the carbon footprint from traveling. A major project to reduce the carbon footprint was completed December 2009, through the American Recovery and Reinvestment Act. The project included the installation of a 10 kilowatt wind generator and three photovoltaic panels at the headquarters building.

## PRESERVING INTACT LANDSCAPES

Conservation of intact, native landscapes would remain a high priority. The mechanisms to conserve valuable lands for wildlife would include, but not be limited to, pursuing easements, land exchanges, donations, and limited fee title purchases of wetland, riparian, forest, sagebrush-steppe, and grassland habitats.

Refuge complex staff would continue to build relationships and work with private landowners that are interested in easements, annually inspect easements and follow up with easement holders when questions or concerns arise.

Refuge complex staff would also continue to engage in activities (such as educational tours and outreach) that build support for meeting acreage goals for habitat protection.

In 2011, the ability to preserve intact landscapes increased significantly within the refuge complex. The project area for the Rocky Mountain Front Conservation Area was expanded to 918,000 acres from 560,000 acres and the total easement acquisition goals were increased from 170,000 acres to 295,000 acres. The Blackfoot Valley Conservation Area was also expanded from 165,000 acres to a new boundary encompassing 824,024 acres with a new easement acquisition goal of 103,500 acres. In addition, a new conservation area was established in the Swan Valley with a goal of protecting 10,000 acres with easements and up to 1,000 acres in fee title.

## GRASSLANDS

At present, a high priority is placed on the preservation and management of native grasslands. Within currently authorized areas, conservation easements are regularly used to protect native grasslands from conversion. Easements are proactively monitored and enforced. Easement contacts, evaluations and preliminary acquisition work, are supported by a



Jeff Van Tine

*Haystack Butte in the Rocky Mountain Front Conservation Area.*

shared Partners for Fish and Wildlife and realty full-time position. Other easement programs (Farmers Home Administration, grassland, wetland) outside of the conservation areas are administered, but there is little to no time to cultivate interests for acquisition.

Fee-title native grasslands are managed to sustain grassland health, composition, and native plant diversity. This is done by emulating historical disturbance regimes such as fire, grazing, treatment of invasive species using IPM, “early detection, rapid response” (EDRR), and proper periods of rest.

Tame grasslands are managed to support stands in a productive condition using a rotational management system to sustain the longevity of the grass stand. Grassland health is assessed using species composition, vigor, and litter accumulation. When tame grass stands degrade to the point when reseeding is the only viable choice, careful consideration is given to establishing native versus tame grass species.

Nonnative tree plantings in grasslands (shelterbelts) are present, but not actively managed.

Monitoring of grasslands occurs across the refuge complex in varying degrees of intensity, and with a focus on adaptive management.

## WETLANDS AND RIPARIAN AREAS

Wetlands on private land are also protected with easements. The Service is currently conducting landscape-level analysis to rank wetland resources based on their importance to breeding waterfowl, which may be expanded to other priority wetland-dependent birds in the future. This prioritization would help identify the highest priority wetland resources in the district for future protection. Currently, wetland easements outside of the conservation areas are administered, but there is little to no time to cultivate interests for acquisition.

Many of the wetlands on fee title lands in the refuge complex are subject to natural flooding and drying cycles. However, where the capability exists, natural runoff is impounded or supplemental water is pumped into wetlands. In these wetlands, water is managed to extend the natural flooding cycle in the spring, summer, and fall, to provide consistent wetland habitat from year-to-year and flood wetlands more deeply than the original basin. Water-level management would continue to be accomplished with existing water control structures.

Where feasible, wetland vegetation is managed using prescribed fire, grazing, and haying. Wetland vegetation is also managed to reduce or end invasive

species. Treatment of invasive species using IPM and EDRR would continue.

Throughout the refuge complex, wetlands are created, enhanced, and restored. Wetland creation occurs when a wetland is created where it did not occur before. Wetland restoration occurs when a wetland basin was present historically, but has been drained or altered. Restoration returns the wetland to as close to its functional, historical condition as possible. Enhancement means a wetland has been modified to hold water longer or more deeply than the natural basin. Enhancements may occur in combination with restoration.

Before 2000, wetland enhancement, creation, and restoration projects were all done within the refuge complex. However, wetland restoration is currently the highest priority and wetlands are rarely enhanced or created. Less than 50 acres of wetlands have been created by the Service within the refuge complex over the last 5 years and only on private land with conservation easements.

Most riparian areas in the refuge complex are on private land. The focus would be on working with private landowners to better manage and improve health and vigor of these important and biologically diverse areas through conservation easements and partnerships. The riparian areas on fee-title lands are mostly treated with rest and protection.

## FORESTS AND WOODLANDS

Forest and woodland habitat occurs on the Swan River Refuge and the Blackfoot WPA. At present, active timber management within the refuge complex is limited. A timber harvest plan is required and must be approved by the Service before commercial timber harvest is permitted on private lands protected with conservation easements.

## SPECIES OF CONCERN

Staff would continue to informally check and document federally listed species on refuge complex lands, such as grizzly bear and bull trout. Refuge complex staff would consult with the Endangered Species Program before implementing any management action that may affect listed species. Conservation easements would continue to be used as a strategy to protect landscape-level habitat and wildlife linkage corridors.

Staff would also continue to check and document other species of concern as needed. Recent examples include black tern breeding and foraging monitoring that has been conducted on parts of the district. Reintroduction efforts for trumpeter swans have been

conducted for several years in the Blackfoot Valley. Within the Swan Valley, common loon breeding surveys have been conducted by MFWP.

## MIGRATORY BIRDS

Most of the support for migratory birds would continue to be accomplished through habitat management to provide nesting, resting, brood-rearing, and migration habitat.

Staff would continue to annually take part in population level or landscape-level monitoring of migratory birds such as the breeding bird survey, annual midwinter waterfowl survey, prairie pothole breeding waterfowl survey, mourning dove survey, and pre-season waterfowl banding.

More measures to support migratory birds would continue, including the implementation of seasonal closures on Service-owned lands to reduce disturbance to migratory birds during nesting season, limited predator removal, and supporting a limited number of artificial nesting structures.

## VISITOR SERVICES

Visitor service programs throughout the refuge complex are administered based on the type of unit (such as a national wildlife refuge or waterfowl production area) and the policies and regulations that establish the guidelines for the appropriate use of each unit type.

National wildlife refuges are encouraged to provide wildlife-dependent recreation where feasible and compatible with the purpose of the refuge. Wildlife-dependent recreation is defined as a use of a Refuge System unit involving hunting, fishing, wildlife observation and photography, environmental education and interpretation. Other activities may be allowed, such as boating, to facilitate compatible wildlife-dependent recreation.

Waterfowl production areas are open to migratory bird hunting, upland gamebird hunting, big game hunting, fishing, and trapping subject to the provisions of State laws and regulations. All forms of hunting or entry on all or any part of individual areas may be temporarily suspended by posting on occasions of unusual or critical conditions of, or affecting land, water, vegetation, or wildlife populations. The Sands WPA in Hill County and the H2-O WPA in Powell County would remain closed to hunting in accordance with property deed restrictions.

Priority public uses for the Benton Lake Refuge are described in chapter 7.

## Hunting

Hunting programs in the refuge complex would not change. No new areas, expansions of season, and no new species would be open to hunting. Only approved nontoxic shot would be used or possessed while hunting upland gamebirds and migratory gamebirds on refuges and waterfowl production areas within the refuge complex. The Benton Lake and Swan River Refuges would continue to limit migratory bird hunting to no more than 40 percent of the refuge. These restrictions make sure that habitat without disturbance is available for migrating birds. Commercial outfitting in support of hunting would continue to be prohibited. See chapter 7 for information on Benton Lake Refuge hunting actions across alternatives.

### **BENTON LAKE WETLAND MANAGEMENT DISTRICT**

Migratory gamebird, upland gamebird, and big game hunting on waterfowl production areas throughout the district would continue. Approximately 14,127 acres of upland and wetland habitat would continue to be available for hunting. The Sands WPA in Hill County and the H2-O WPA in Powell County would remain closed to hunting in accordance with property deed restrictions.

### **BLACKFOOT VALLEY, ROCKY MOUNTAIN FRONT, AND SWAN VALLEY CONSERVATION AREAS**

Hunting access on lands under easement is controlled by the private landowner. Some landowners may choose to enroll in block management program administered by the State.



Carmen Luna / USFWS



### **SWAN RIVER NATIONAL WILDLIFE REFUGE**

Hunting of migratory gamebirds including ducks, geese, coots, and swans (by permit only) would continue in designated areas of the refuge with approximately 40 percent of refuge lands open to hunting. Upland game, big game, and guided hunting would continue to be prohibited on the refuge.

### **Wildlife Observation and Photography**

Wildlife observation and photography opportunities would continue to be provided throughout the refuge complex, and would be supported by providing observation blinds, supporting an up-to-date bird species list for the refuges, and allowing the public the opportunity to use portable viewing and photography blinds through the issuance of special use permits. Seasonal closures to protect sensitive wildlife areas and reduce disturbance to fish and wildlife would be supported. Dogs would continue to be required to be leashed and remain on designated roads and trails, except in the hunt area during hunting season. Commercial photography requests would be evaluated on a case-by-case basis and authorized through special use permit. No new facilities for observing and photographing wildlife (such as observation decks, trails, auto tour routes, and photography blinds) would be developed, but existing facilities would be supported. See chapter 7 for wildlife observation and photography actions across the alternatives for Benton Lake Refuge.

### **BENTON LAKE WETLAND MANAGEMENT DISTRICT**

Waterfowl production areas would be open to wildlife observation and photography year round. No conflicts are currently occurring to suggest seasonal closures would be necessary. Foot traffic, including hiking, cross-country skiing, and snowshoeing, would be permitted throughout the waterfowl production areas. Equestrian use would continue to be prohibited, and bicycle use would continue to be restricted to roads open to vehicular traffic. Boating would continue to be permitted in accordance with state regulations.

### **SWAN RIVER NATIONAL WILDLIFE REFUGE**

Bog Road would continue to provide wildlife-viewing opportunities and access to the interior of the refuge. The existing observation platform, informational kiosk, and interpretive panel would continue to be supported and provide opportunity for wildlife observation and photography. The entire refuge, with the exception of the information kiosk and wildlife viewing platform, would continue to be closed to all public access from March 1 through July 15. Foot-traffic, including cross-country skiing and snowshoeing, would continue to be authorized north

of Bog Road between July 16 and the end of February. Equestrian and bicycle use would continue to be prohibited. The use of boats on Swan River would continue to support wildlife viewing, photography, and fishing opportunities. State “no wake” regulations would continue to be enforced and a Federal no-wake regulation would not be established.

### **Environmental Education and Interpretation**

The environmental education program would continue to be opportunistic, as time and staff allow. Staff would take part in offsite special events and activities to bring the refuge complex message to large numbers of people, and participation in these events would continue as time and staff allow. Tasks would be performed as collateral assignments and no specific specialists are assigned to environmental education or interpretation programs on the refuge complex, nor is growth in this area expected. Interpretive panels, brochures, factsheets, Web sites, and maps would be updated as money allows. No new facilities or programs would be developed. Geocaching would continue to be prohibited; however, virtual geocaching would be authorized if requested. See chapter 7 for environmental education and interpretation actions across the alternatives for Benton Lake Refuge.

### **BENTON LAKE WETLAND MANAGEMENT DISTRICT**

Waterfowl production areas would remain open for environmental education and interpretation. Area schools would continue to visit waterfowl production areas to study birds, wetland wildlife, and water quality. Staff would continue to host several on and offsite events attracting more than 250 attendees annually.

A facility at the H2-O WPA would continue to provide on-site education within the Blackfoot Valley, and an interpretive display would continue to be available at the north parking area of the Blackfoot WPA.

### **SWAN RIVER NATIONAL WILDLIFE REFUGE**

An interpretive kiosk, updated in 2011, would continue to provide interpretive information to the visiting public. There would continue to be limited outreach and environmental education programs and minimal resources to update signs and brochures.

### **BENTON LAKE WETLAND MANAGEMENT DISTRICT**

Cross-country skiing and snowshoeing on waterfowl production areas would continue to be authorized in support of wildlife-dependent recreation. Equestrian and bicycle use would continue to be restricted to public roads open to vehicular traffic. Boating

would continue to be permitted in accordance with state regulations. Waterfowl production areas, with the exception of the H2-O and Sands WPAs, would remain open to recreational trapping in accordance with State seasons and regulations.

#### **SWAN RIVER NATIONAL WILDLIFE REFUGE**

The entire refuge, with the exception of the information kiosk and wildlife viewing platform, would continue to be closed to all public access from March 1 through July 15. Cross-country skiing and snowshoeing would continue to be authorized between July 16 and the end of February. Equestrian and bicycle use would continue to be prohibited. The use of boats on Swan River would continue to support wildlife viewing, photography, and fishing opportunities. State “no wake” regulations would continue to be enforced and a Federal no-wake regulation would not be established. No recreational trapping would be authorized; however, trapping by special use permit would continue for wildlife and infrastructure management purposes only.

## **STAFF AND FUNDING**

Current staff consists of 9.5 full-time employees. Temporary, term, and seasonal employees are used to supplement staff as money allows. Capacity for active management is constrained by limited staff and money. Current staff levels are insufficient to meet program mandates, resulting in limited management on some units. More staff would be acquired as money became available through the Refuge Operations Needs System (RONS).

## **VISITOR AND EMPLOYEE SAFETY**

Employee and visitor safety would continue to be emphasized in all operations throughout the refuge complex. Currently, only one dual-function officer exists within the refuge complex. Efforts would be made to replace the recently vacated full-time law enforcement position to promote visitor and employee safety.

Potential for employees and visiting public to encounter insects, venomous snakes, mosquitoes (West Nile virus), extreme heat, cold, wind, all contribute to possible injury or illness. More signage warning visitors of these potential hazards may be considered.

## **RESOURCE PROTECTION**

One dual-function law enforcement officer would continue to provide quality public use experiences, and protect habitat resources on fee-title and easement lands. Efforts to replace recently vacated full-time law enforcement officer would occur.

### **3.4 Alternative B**

Management efforts would focus on supporting the resiliency and sustainability of native grasslands, forests, shrublands, and unaltered wetlands throughout the refuge complex by emulating natural processes. Prescribed fire, grazing, and other management techniques would be used to replicate historical disturbance factors. Where feasible, restoration of native uplands would occur.

For altered wetlands where water management capability exists, management efforts would focus on minimizing the effects of drought periods of the northern Great Plains and Rocky Mountains. Management would be active and intensive to keep these wetland conditions in a consistent state for wildlife using artificial flooding and drawdowns. Management would be active and intensive to support consistency for wildlife using tools such as artificial flooding, drawdowns, fire, rest, and grazing.

Changes in the refuge complex’s research and monitoring, staff, operations, and infrastructure would likely be required to achieve this alternative’s goals and objectives. The success of these efforts and programs would depend on added staff, research, and monitoring programs, operations money, infrastructure, and new and expanded partnerships.

Please refer to chapter 7 for more details on the Benton Lake Refuge alternatives (B1,B2) linked to this alternative.

## **ACTIONS SAME AS ALTERNATIVE A**

Management actions would be the same as under alternative A for preserving intact landscapes, grassland habitat management, wetland and riparian habitat management, and environmental education and interpretation.

## CLIMATE CHANGE

Management actions would be the same as alternative A, plus staff would take part in all aspects of the GNLCC and PPPLCC to understand climate change impacts locally, improve the condition of the landscape and increase resiliency.

Increasing resiliency on Service lands and addressing climate change stressors would be accomplished through active monitoring, adaptive management and, where feasible, using management practices that emulate natural processes. Data acquired from other sources would be used to analyze or check for climate change effects.

## FORESTS AND WOODLANDS

Active forest management would be increased to support resiliency and sustainability by emulating natural processes. Natural fire regimes would be emulated with prescribed fire, which may require some thinning or fuel reduction before burning. Silvicultural practices may be used to decrease the spread of insects or disease and support or increase carbon sequestration.

## SPECIES OF CONCERN

Management actions would be the same as alternative A, and the effects of management actions on other species of concern that are not threatened or endangered would be assessed before implementation.

## MIGRATORY BIRDS

Habitat management actions and seasonal closures would be the same as alternative A, plus the migratory bird monitoring program would be expanded. Indicator species would be used to provide feedback for evaluating the success of management actions and to help achieve national and State migratory bird goals. The migratory bird program and its objectives would be periodically reviewed to figure out whether efforts are still a priority for the refuge complex; if not, efforts would be discontinued.

A limited number of artificial nesting structures would be supported based on a specific species need and only when other habitat management options have been exhausted.

## VISITOR SERVICES

### Hunting

The Service would explore opportunities for increased hunting on two fee-title refuges within the refuge complex. Decisions and details related to the above hunting elements, as well as other possible hunting season framework changes, would be evaluated against wildlife and human disturbance thresholds.

The Service would also increase regulatory hunting signage (for example, closed to hunting area signs, nontoxic shot required signs) and interpretive materials (for example, an updated and more comprehensive complex hunting leaflet, hunting factsheets) in an effort to reduce unintentional hunting violations throughout the refuge complex.

Management actions would vary across alternatives for the Benton Lake Refuge (see chapter 7).

### Wildlife Observation and Photography

#### SWAN RIVER NATIONAL WILDLIFE REFUGE

Management actions would be the same as alternative A, except foot traffic, including hiking, cross-country skiing, and snowshoeing, would be restricted to designated roads and trails. Public access would be available year-round at the parking lot, informational kiosk, wildlife observation platform, and Bog Road trail, and seasonally during waterfowl hunting season, when the hunting area north of Bog Road would be open to public use.

## STAFF AND FUNDING

Same as alternative A, plus the Service would add to the refuge complex's current staff 4.0 permanent, full-time positions to achieve the goals and supporting objectives: 1 law enforcement officer, 1.0 maintenance worker, 1.5 wildlife refuge specialist, and 0.5 generalist.

## VISITOR AND EMPLOYEE SAFETY

Same as A, plus efforts would be expanded to provide dependable and improved communication throughout the complex.

## RESOURCE PROTECTION

Management actions would be the same as alternative A, and special emphasis would be placed on preventative law enforcement efforts to make sure compliance with regulations. In addition, cooperative law enforcement efforts would be pursued to improve relationships with other law enforcement entities.

### 3.5 Alternative C (Proposed Action)

Emphasis would be placed on achieving self-sustaining systems with long-term productivity. Management efforts would focus on supporting and restoring ecological processes, including natural communities and the dynamics of the ecosystems of the northern Great Plains and northern Rocky Mountains in relationship to their geomorphic landscape positioning. Conservation of native landscapes would be a high priority accomplished by protecting habitats from conversion using a combination of partnerships, easements and fee-title lands, and through active management and proactive enforcement of easements. Management actions, such as prescribed fire, grazing, and invasive species control, would be used to support the resiliency and sustainability of Service-owned lands throughout the refuge complex.

Whenever possible, habitat conditions would be allowed to fluctuate with climatically driven wet and dry cycles, which are essential for long-term productivity. The success of these efforts and programs would depend on added staff, research, and monitoring programs, operations money, infrastructure, and new and expanded partnerships.

## ACTIONS SAME AS ALTERNATIVE B

Management actions would be the same as alternative B for forest and woodland habitat management, species of concern, hunting, and visitor and employee safety.

## CLIMATE CHANGE

Management actions would be the same as alternative A, plus more stations and gauges to check

climate change would be installed. The refuge complex would vigorously take part in all aspects of the GNLCC and PPPLCC as available to field stations. Use of scaled-down climate change models would be applied to habitat objectives and determining land preservation priorities to a greater degree than alternatives A and B. Refuge complex staff would actively take part in, and cooperate with, data acquisition, monitoring, and analyzing management actions in respect to climate change.

The complex would also pursue installation of another photovoltaic system to support the expanded headquarters office.

## PRESERVING INTACT LANDSCAPES

Management actions would be the same as alternatives A and B, plus the refuge complex would actively pursue opportunities for cooperative landscape-level monitoring of new and expanded conservation areas. This would include active participation in applying the principles of SHC to continually refine and focus landscape-level conservation priorities. In addition, new areas and partnership opportunities would be explored within the refuge complex to establish more conservation areas and increase the opportunities for landowners to take part in conservation easement programs.

## GRASSLANDS

Management actions would be the same as alternative A, plus, where feasible, degraded tame grasslands across the complex would be prioritized and planted back to native grass species. Starting with those in native grasslands, all nonnative tree plantings would be removed across the complex.

Formal monitoring of grasslands would be focused on native prairie with an emphasis on adaptive management. Restoration of habitats (native grass planting and tree removal) would be formally monitored to evaluate success. Opportunities for cooperative landscape-level monitoring would be actively pursued in new and expanded conservation areas. Monitoring of tame grasslands would be minimal and informal.



## WETLANDS AND RIPARIAN AREAS

Management actions would be the same as alternative A, except management treatments such as grazing and fire may be used to mimic historical disturbances and support sustainability and resiliency when natural flooding and drying cycles allow. More treatments for invasive species may be applied.

Formal monitoring of wetlands would focus on wetland health and sustainability through adaptive management. Monitoring would track long-term trends in wetland cycles, health, and wildlife use. For restoration efforts, monitoring would be especially important to figure out if systems are recovering.

## MIGRATORY BIRDS

Management actions would be the same as alternative B, plus monitoring efforts within conservation area boundaries as part of SHC would be expanded. Artificial nesting structures would be phased out.

## VISITOR SERVICES

### Wildlife Observation and Photography

Management actions would be the same as alternative B, plus potential for more walking trails throughout the refuge complex would be evaluated and a park ranger would be hired to help support and expand wildlife observation and photography infrastructure and opportunities.

### Environmental Education and Interpretation

Same as alternatives A and B, plus programming would be increased and expanded to enhance public knowledge and understanding of restoration efforts, unique habitat and wildlife values and attributes, and landscape-scale conservation programs. Efforts would be made to promote and educate the public about the new and expanded easement programs and to reach out and tap into available resources, especially in Great Falls.



Dr. Thomas G. Barnes / USFWS

*Silver sagebrush is an important habitat component for sage-grouse.*

## STAFF AND FUNDING

Same as alternative B, plus the Service would add 2.0 permanent, full-time positions to achieve the goals and support objectives: 1 full-time park ranger (one person working half time on the refuge complex, half time at Benton Lake Refuge exclusively), and 1 full-time supervisory biologist.

## RESOURCE PROTECTION

Management actions would be the same as alternative B, except replacing a full-time law enforcement officer position, that was part of the refuge complex in fiscal year (FY) 2009, would have high priority. The recently expanded Rocky Mountain Front and Blackfoot Valley Conservation Areas and the newly established Swan Valley Conservation Area would need more inspection and enforcement. In addition, more opportunities for easement protection may be established during the life of this plan.

## 3.6 Summary of the Alternatives' Actions and Consequences

Table 5 summarizes all aspects of management of the refuge complex under alternatives A–C. Actions and impacts for Benton Lake Refuge can be found in chapter 7.



**Table 5. Summary of the actions and consequences of the management alternatives for the Benton Lake National Wildlife Refuge Complex, Montana..**

<i>Alternative A</i> (current management—no action)	<i>Alternative B</i>	<i>Alternative C (proposed action)</i>
<b>Landscape Conservation Goal.</b> Actively pursue and continue to foster relationships within the Service, other agencies, organizations, and private partners to protect, preserve, manage, and restore the functionality of the diverse ecosystems within the working landscape of the refuge complex..		
Climate change—actions		
<ul style="list-style-type: none"> <li>■ Do baseline monitoring of habitat conditions.</li> <li>■ Support existing weather stations.</li> <li>■ Collaborate with USGS to obtain information.</li> <li>■ Minimally take part in GNLCC and PPPLCC</li> <li>■ Preserve large blocks of land that have functioning natural processes.</li> <li>■ Reduce carbon footprint of facilities.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative A, plus:</li> <li>■ Actively take part in GNLCC and PPPLCC.</li> <li>■ Address climate change stressors through management that emulates natural processes and increased monitoring feedback.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative A, plus:</li> <li>■ Install more weather stations to watch climate change.</li> <li>■ Vigorously take part in GNLCC and PPPLCC.</li> <li>■ Use scaled-downed climate change models to a greater extent.</li> <li>■ Actively take part in data acquisition, monitoring, and analysis related to climate change.</li> <li>■ Install photovoltaic system to support headquarters office expansion.</li> </ul>
Climate change—environmental consequences		
Utility and scope of baseline data limited. Monitoring water usage will protect water rights. Opportunities to collaborate on climate change issues limited. Preventing habitat conversion through easements would increase resiliency to climate change. Protection and restoration of habitats would support or improve carbon sequestration. Modest reduction in carbon footprint.	Same as alternative A, plus increased opportunities to collaborate on climate change issues and connection to complex improved. Increased ability to detect climate change effects at the local level.	Same as alternative A, plus expanded monitoring can be tied to regional and national trends. Collaboration on climate change issues with LCCs and partners maximized. Resiliency to climate change in habitats maximized through greater prevention of habitat conversion. Greatest reduction in carbon footprint.
Preserving intact landscapes—actions		
<ul style="list-style-type: none"> <li>■ Place conservation of intact landscapes as a high priority.</li> <li>■ Continue to build relationships with private landowners.</li> <li>■ Engage in outreach.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative A.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative A, plus:</li> <li>■ Pursue opportunities for cooperative landscape-level monitoring of conservation areas.</li> <li>■ Use SHC principles to continually refine landscape-level conservation priorities.</li> </ul>

**Table 5. Summary of the actions and consequences of the management alternatives for the Benton Lake National Wildlife Refuge Complex, Montana..**

<i>Alternative A</i> (current management—no action)	<i>Alternative B</i>	<i>Alternative C (proposed action)</i>
Preserving intact landscapes—environmental consequences		
<p>Transitional zones of valley floors to montane forests would be preserved and help fish and wildlife resources and enhance the resiliency of the ecosystem.</p> <p>Protecting large, intact blocks of native habitat, including wildlife corridors in the conservation areas, would help trust species and wide-ranging species.</p> <p>Existing conservation partnerships would support working landscapes in which fish and wildlife resources coexist with the ranching community, forestry, and other agricultural operations.</p> <p>Current staff and money may not be able to fully carry out easement programs.</p>	Same as alternative A.	Same as alternative A, plus a greater help to trust resources by actively applying SHC.
Habitat Goal. Actively conserve, restore, and manage upland and wetland habitats across the northern prairies and intermountain valleys of the refuge complex, through management strategies that perpetuate the integrity of ecological communities. .		
Grasslands—actions		
<ul style="list-style-type: none"> <li>■ Place high priority on preservation and management of native grasslands.</li> <li>■ Use easements to protect native grasslands from conversion.</li> <li>■ Manage fee-title native grasslands to sustain grassland health, composition, and native plant diversity.</li> <li>■ Manage tame grasslands with a rotational management system.</li> <li>■ Provide limited monitoring.</li> </ul>	Same as alternative A.	<p>Same as alternative A, plus:</p> <ul style="list-style-type: none"> <li>■ Rank degraded tame grass stands and plant back to native species.</li> <li>■ Remove all nonnative tree plantings.</li> <li>■ Focus formal monitoring on native prairie and restoration efforts.</li> <li>■ Pursue cooperative landscape-level monitoring in conservation areas.</li> </ul>

**Table 5. Summary of the actions and consequences of the management alternatives for the Benton Lake National Wildlife Refuge Complex, Montana..**

<i>Alternative A</i> (current management—no action)	<i>Alternative B</i>	<i>Alternative C (proposed action)</i>
Grasslands—environmental consequences		
<p>Potential for protecting great expanses of native prairie to reduce soil erosion, support water quality, effectively sequester carbon, and increase resiliency and resistance to disturbance. Management is assumed to increase the health of native prairie, but monitoring feedback would be limited. Native prairies would have varying levels of invasion by nonnative species.</p> <p>Productivity of tame grass would be sustained, but would be less diverse and provide habitat for fewer trust species than native prairies.</p>	Same as alternative A.	<p>Same as alternative A, plus more acres of native prairie would be protected through reallocation of complex resources.</p> <p>Tame grass replanted to native species should have increased diversity, replenished soil, improved nutrient cycles. Replanting native species is more expensive and difficult than replanting to tame grass.</p> <p>Removal of nonnative tree plantings would restore contiguous grassland and reduce the negative effects of fragmentation, depredation, and parasitism to grassland-dependent migratory birds. There may be a decrease in the diversity of migratory and resident bird species, which depend on planted tree habitats, but other nearby habitats are available.</p> <p>Increased monitoring would improve management effectiveness and grassland health.</p>
Wetlands and riparian areas—actions		
<ul style="list-style-type: none"> <li>■ Create, enhance, and restore wetlands.</li> <li>■ Impound natural runoff or pump supplemental water into wetlands to extend the natural flooding cycle and to provide consistent wetland habitat year to year.</li> <li>■ Manage vegetation with prescribed fire, grazing, haying, and herbicides.</li> <li>■ Watch water quantity and quality.</li> </ul>	Same as alternative A.	<p>Same as alternative A, except:</p> <ul style="list-style-type: none"> <li>■ Use grazing and fire to mimic historical disturbances and support resiliency when natural flooding and drying cycles allow.</li> <li>■ Apply more treatments for invasive plants.</li> <li>■ Watch wetland health, recovery, and sustainability through adaptive management.</li> </ul>

**Table 5. Summary of the actions and consequences of the management alternatives for the Benton Lake National Wildlife Refuge Complex, Montana..**

<i>Alternative A</i> (current management—no action)	<i>Alternative B</i>	<i>Alternative C (proposed action)</i>
Wetlands and riparian areas—environmental consequences		
<p>Extended drying periods would help remove the salts and selenium that can build up during wet cycles.</p> <p>After a few years of stable water levels, emergents would decline and sites would eventually revert to open water.</p> <p>Prescribed fire, mowing, and herbicide applications to consume litter, rejuvenate vegetation, or control exotic species may only be possible when wetland basins are sufficiently dry. While this may limit the ability to control invasive plants, the wet–dry cycle may act as a natural control by favoring native vegetation adapted to this cycle and by changing conditions that no longer favor invasive plants.</p> <p>During drier periods, extensive mudflat areas would likely attract large numbers of shorebirds and other species that could feed on invertebrates.</p> <p>Reducing invasive wetland vegetation would improve habitat for wetland-dependent wildlife. Native wildlife has evolved to use native vegetation for feeding, nesting, and hiding cover; nonnative vegetation is often a poor substitute.</p> <p>Where natural runoff was impounded or supplemental water diverted or pumped, the natural drying cycle would be reduced or ended. These wetlands would have more predictable flooding cycles. Flooding and holding water in a basin above the natural level creates a wetland where the water is deeper, and likely holds water longer, than would normally occur. It would also likely expand the extent of the wetland basin, essentially creating a bigger wetland.</p> <p>Wetlands that were impounded or receive supplemental water would provide a breeding opportunity for waterbirds and other wetland-dependent wildlife almost every year.</p> <p>Sustained flooding, with shortened or absent drying cycles, may negatively affect productivity by disrupting plant and invertebrate cycles, which may reduce the quality of food and cover.</p> <p>Selenium would likely increase and nonnative plants would increase, which would likely lower values.</p>	Same as alternative A.	Same as alternative A, plus more focus on invasive plants should reduce the negative effects such as monotypic stands, reduced native plant diversity, and lower productivity.

**Table 5. Summary of the actions and consequences of the management alternatives for the Benton Lake National Wildlife Refuge Complex, Montana..**

<i>Alternative A (current management—no action)</i>	<i>Alternative B</i>	<i>Alternative C (proposed action)</i>
Forests and woodlands—actions		
<ul style="list-style-type: none"> <li>■ Conduct minimal forest management.</li> <li>■ Approve a timber harvest plan before commercial timber harvest on easement lands.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative A, plus:</li> <li>■ Use prescribed fire and silvicultural practices to manage forests.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative B.</li> </ul>
Forests and woodlands—environmental consequences		
Forests may be less vigorous and more susceptible to stand-replacing fires or disease and insect outbreaks.	Introducing fire would help natural ecosystem processes and reduce the chance of catastrophic fire. A reduction in stand density (silviculture) would increase forest health, reduce the vulnerability to insects and disease and increase carbon sequestration. There would be reduced chance of catastrophic wildfire and insect and disease outbreaks that could potentially destroy culturally significant trees.	Same as alternative B.
<b>Wildlife Goal.</b> Support diverse and sustainable continental, regional, and local populations of migratory birds, native fish, species of concern, and other indigenous wildlife of the northern prairies and intermountain valleys of northern Montana..		
Species of concern—actions		
<ul style="list-style-type: none"> <li>■ Informally watch and document Federally threatened and endangered species.</li> <li>■ Consult with Endangered Species program as needed.</li> <li>■ Use conservation easements to protect habitat for species of concern.</li> <li>■ Watch and document other species of concern as needed.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative A, plus:</li> <li>■ More formally assess the effects of management actions on species of concern before implementation.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative B.</li> </ul>
Species of concern—environmental consequences		
<p>Monitoring and considering species of concern in management decisions would not only help the individual species but would also help make sure that there is ecosystem health and biodiversity.</p> <p>Considering species of concern in management decisions may affect public use because area or seasonal closures may be necessary.</p>	Same as alternative A, plus considering and monitoring more species of concern in management decisions would help more species and also help make sure that there is ecosystem health and biodiversity to a greater degree than alternative A.	Same as alternative B.

**Table 5. Summary of the actions and consequences of the management alternatives for the Benton Lake National Wildlife Refuge Complex, Montana..**

<i>Alternative A (current management—no action)</i>	<i>Alternative B</i>	<i>Alternative C (proposed action)</i>
<b>Migratory birds—actions</b>		
<ul style="list-style-type: none"> <li>■ Support migratory bird populations through effective habitat management.</li> <li>■ Take part in annual population and landscape level surveys.</li> <li>■ Carry out seasonal closures on fee-title lands to reduce disturbance to migratory birds during nesting season.</li> <li>■ Conduct limited predator removal.</li> <li>■ Support a limited number of artificial nesting structures.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative A, except:</li> <li>■ Increase monitoring and use indicator species to provide feedback for evaluating the success of management actions to help achieve national and State migratory bird goals.</li> <li>■ Use artificial nesting structures only when other habitat is not available.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative B, except:</li> <li>■ Increase monitoring in conservation areas.</li> <li>■ Gradually phase out the use of artificial nesting structures.</li> </ul>
<b>Migratory birds—environmental consequences</b>		
<p>Population and landscape level studies help inform management by providing a larger context for evaluating success.</p> <p>By establishing seasonal closures on fee-title lands subject to frequent disturbance, the negative effects of human-caused disturbance would be reduced and the reproductive success of migratory birds protected.</p> <p>Predator removal and nest structures likely help migratory birds, but are not monitored.</p>	<p>Same as alternative A, plus choosing migratory bird species that can serve as indicators for evaluating management actions would provide information to help staff make adjustments to management and engage others at a landscape level. This could result in greater benefits to migratory birds such as higher nest success.</p>	<p>Same as alternative B, plus increased efforts to watch conservation areas would provide more information to target land protection that helps high-priority migratory birds.</p> <p>Since none of the nesting structures are for bird species whose populations are in decline or that cannot find other habitat options, the removal of the structures would not affect target species.</p>
<p><b>Visitor Services Goal.</b> Provide opportunities for visitors of all abilities to enjoy wildlife-dependent recreation on Service-owned lands and increase knowledge and appreciation for the refuge complex’s ecological communities and the mission of the National Wildlife Refuge System.</p>		
<b>Visitor Services: Hunting—actions</b>		
<ul style="list-style-type: none"> <li>■ Benton Lake Wetland Management District—continue migratory gamebird, upland game, and big game hunting on Waterfowl production areas, except continue closure of the Sands and H2-O WPAs to hunting in accordance with property deed restrictions.</li> <li>■ Blackfoot Valley, Rocky Mountain Front, and Swan Valley CAs—landowners continue to decide hunting opportunity on conservation easements.</li> <li>■ Swan River Refuge—continue hunting of migratory gamebirds in designated areas on no more than 40% of refuge lands, and continue to prohibit hunting of upland game, bird, big game, and guided hunting.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative A, plus:</li> <li>■ Explore opportunities to increase hunting at Benton Lake and Swan River refuges.</li> <li>■ Increase the number of regulatory signs and informational materials.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as alternative B.</li> </ul>

**Table 5. Summary of the actions and consequences of the management alternatives for the Benton Lake National Wildlife Refuge Complex, Montana..**

<i>Alternative A</i> (current management—no action)	<i>Alternative B</i>	<i>Alternative C (proposed action)</i>
<b>Visitor Services: Hunting—environmental consequences</b>		
<ul style="list-style-type: none"> <li>■ Benton Lake Wetland Management District—annually, approximately 1,350 visits to the district for hunting would be expected.</li> <li>■ Swan River Refuge—annually, approximately 100 visitor use-days would be expected for waterfowl hunting.</li> </ul>	Same as alternative A, plus hunting may increase on the refuges and unintentional violations should decrease.	Same as alternative B.
<b>Visitor Services: Wildlife observation and photography—actions</b>		
<ul style="list-style-type: none"> <li>■ Support existing observation blinds, bird species lists, and portable viewing and photography blinds.</li> <li>■ Support seasonal closures to protect sensitive wildlife areas and reduce disturbance to fish and wildlife.</li> <li>■ Evaluate commercial photography requests on a case-by-case basis and authorize through special use permit.</li> <li>■ Benton Lake Wetland Management District—open waterfowl production areas to wildlife observation and photography.</li> <li>■ Swan River Refuge—provide wildlife-viewing opportunities and access to the interior of the refuge via Bog Road; and support the existing observation platform, kiosk, and interpretive panel.</li> </ul>	Same as alternative A.	Same as alternative A, plus: <ul style="list-style-type: none"> <li>■ Evaluate the opportunity for added walking tours throughout the refuge complex.</li> <li>■ Hire a park ranger to support increased wildlife observation and photography infrastructure opportunities.</li> </ul>



**Table 5. Summary of the actions and consequences of the management alternatives for the Benton Lake National Wildlife Refuge Complex, Montana..**

<i>Alternative A</i> (current management—no action)	<i>Alternative B</i>	<i>Alternative C (proposed action)</i>
Visitor Services: Wildlife observation and photography—environmental consequences		
<p>Annual visitation to the refuge complex for wildlife observation and photography would remain similar to existing visitation rates: 8,230 visits/year and 490 visits/year, respectively.</p> <ul style="list-style-type: none"> <li>■ Benton Lake Wetland Management District—wildlife observation and photography would account for 580 and 50 annual visits, respectively.</li> <li>■ Blackfoot Valley, Rocky Mountain Front, and Swan Valley CAs—private landowners would control public access to easement lands.</li> <li>■ Swan River Refuge—the refuge would remain a popular destination point while traveling through Swan Valley due to Bog Road and associated wildlife-viewing opportunities, cross-country skiing, and snowshoeing; annual visitation is expected to be approximately 400 visits for wildlife observation and 40 visits for photography.</li> </ul>	Same as alternative A.	Same as alternative A, plus increased disturbance from wildlife would be possible. More staff and resources would be required to manage the increased public use. Significant increases in public use would be possible, as well as, increased participation and visitation and improved visitor experience.
Visitor Services: Environmental education and interpretation—actions		
<ul style="list-style-type: none"> <li>■ Continue the opportunistic environmental education program as time and staff allow.</li> <li>■ Update interpretive panels, brochures, factsheets, Web sites, and maps as money allows.</li> <li>■ Benton Lake Wetland Management District—keep waterfowl production areas open for environmental education and interpretation, staff would host several on and offsite events attracting more than 250 attendees annually.</li> </ul>	Same as alternative A.	<p>Same as alternative A, plus:</p> <ul style="list-style-type: none"> <li>■ Increase programming to enhance public knowledge and understanding of the restoration efforts and the emphasis on landscape-scale conservation.</li> <li>■ Hire park ranger to support environmental education and interpretive programming.</li> </ul>



**Table 5. Summary of the actions and consequences of the management alternatives for the Benton Lake National Wildlife Refuge Complex, Montana..**

<i>Alternative A</i> (current management—no action)	<i>Alternative B</i>	<i>Alternative C (proposed action)</i>
<b>Visitor Services: Environmental education and interpretation—environmental consequences</b>		
<p>Activities would continue at current rate of approximately 1,765 visits/year for environmental education programs on and offsite occur on the refuge complex.</p> <ul style="list-style-type: none"> <li>■ Benton Lake Wetland Management District—activities would continue at current rate of approximately 100 participants annually.</li> <li>■ Swan River Refuge—less than 10 visits per year.</li> </ul>	Same as alternative A.	<p>Same as alternative A, plus increased programming would enhance public knowledge, understanding of restoration efforts, and emphasis on landscape-scale conservation efforts through easement programs.</p> <p>Community engagement would increase, especially in Great Falls, from educational efforts including field exploration kits, workshops for teachers, special events, job shadows, and Web site and other social networking tools.</p>
<b>Administration Goal.</b> Provide facilities, strategically allocate staff, and effectively use and develop funding sources, partnerships, and volunteer opportunities to maintain the long-term integrity of habitats and wildlife resources of the refuge complex.		
<b>Staff and funding—actions</b>		
<ul style="list-style-type: none"> <li>■ Support current staff of 9.5 full-time employees.</li> <li>■ Supplement staff with temporary, term, and seasonal employees as money allows.</li> <li>■ Acquire more staff as money becomes available through RONS.</li> </ul>	<p>Same as alternative A, plus:</p> <ul style="list-style-type: none"> <li>■ Add 4.0 staff: 1 full-time law enforcement officer, 1.0 FTE maintenance worker in the district, 1.5 FTE wildlife refuge specialist, and 0.5 FTE generalist.</li> </ul>	<p>Same as alternative B, plus:</p> <ul style="list-style-type: none"> <li>■ Add 2.0 FTEs: 1 FTE park ranger (one person working half time on the refuge complex, half time at Benton Lake Refuge exclusively), 1 FTE supervisory biologist.</li> </ul>
<b>Staff and funding—environmental consequences</b>		
<p>Special emphasis would be placed on the management, and some monitoring, of the wetland and grassland habitats as well as on preserving intact landscapes throughout the refuge complex. Money and staff would be allocated accordingly with the greatest concentration of operations and maintenance money (more than \$160,000) going toward water level management at Benton Lake Refuge (pumping electrical expense, managing water delivery, pump house and structures and ditch maintenance).</p> <p>Under this alternative, staff and money to manage the preservation of intact landscapes would not be expected to grow significantly. Without significant base money increases or help from other programs, it would be extremely difficult to adequately manage the efforts toward preserving intact landscapes.</p>	<p>Other complex priorities may see shifts of operations money and personnel to accomplish management objectives at the Benton Lake Refuge. During intense water level management years, money and staff would predominately go toward habitat restoration efforts at the Benton Lake Refuge (see alternatives B1 and B2, chapter 7). Without significant base money increases, it would be not be possible to carry out the landscape preservation efforts.</p>	<p>Other complex priorities may see increases in the availability of operations money made available for work elsewhere in the complex from implementing alternatives C1 or C2 at Benton Lake refuge. Following the initial decommissioning or changing of the system, money would be distributed to other programs within the refuge complex such as preserving intact landscapes, grassland restoration, and visitor services.</p>

**Table 5. Summary of the actions and consequences of the management alternatives for the Benton Lake National Wildlife Refuge Complex, Montana..**

<i>Alternative A (current management—no action)</i>	<i>Alternative B</i>	<i>Alternative C (proposed action)</i>
<b>Visitor and Employee Safety and Resource Protection Goal.</b> Provide for the safety, security, and protection of visitors, employees, natural and cultural resources, and facilities throughout the refuge complex.		
<b>Visitor and employee safety—actions</b>		
<ul style="list-style-type: none"> <li>■ Continue to emphasize employee and visitor safety in all operations.</li> <li>■ Assign one collateral duty law enforcement officer to promote visitor and employee safety.</li> <li>■ Consider more signage warning visitors of potential hazards.</li> </ul>	Same as alternative A, plus expand efforts to provide dependable and improved communication throughout the complex.	Same as alternative B.
<b>Visitor and employee safety—environmental consequences</b>		
Because of a historical issue with dead zones for radio and cell phone coverage in remote parts of the refuge complex, the potential exists for someone to be stranded, injured or in need of aid with no way of contacting immediate help.	The safety of visitors and employees would be increased.	Same as alternative B.
<b>Resource protection—actions</b>		
<ul style="list-style-type: none"> <li>■ Continue to assign one dual-function law enforcement officer to protect habitat resources on fee-title and easement lands.</li> <li>■ Replace recently vacated full time officer.</li> </ul>	Same as alternative A, plus: <ul style="list-style-type: none"> <li>■ Place special emphasis on preventative law enforcement efforts to comply with regulations.</li> <li>■ Pursue cooperative law enforcement efforts and improve relationships with other law enforcement entities.</li> </ul>	Same as alternative B, plus: <ul style="list-style-type: none"> <li>■ Place higher priority on replacing previous full-time law enforcement officer.</li> </ul>
<b>Resource protection—environmental consequences</b>		
The presence of law enforcement officers on the refuge complex would result in greater compliance with regulations.	Same as alternative A, plus officers would increase efforts to educate the public about rules and regulations, leading to increased compliance and resulting in less resource damage.	Same as alternative B, plus there would be more resource protection due to an added law enforcement officer.







### Alternative Development [Handout]

The next phase in the NBRC project is the development of alternatives. NEPA requires that the CCP/EIS includes a range of alternatives. Alternatives are defined as different management approaches or means of achieving refuge purposes and goals, helping fulfill the Refuge System mission, and resolving issues. Alternatives outline distinct management approaches and allow for the comparison of the impacts and effects of the various approaches. Each alternative will represent a specific management direction, and vary in levels of management intensity relevant to wildlife and habitat, refuge administration, public use, and degree of facility development.

#### Development of Management Alternatives

The purpose of this phase in the planning process is to develop a viable range of alternatives or different approaches to refuge management in order to:

1. achieve planning unit goals and refuge purposes;
2. help fulfill the Refuge System mission;
3. maintain and, where appropriate, restore the ecological integrity of each refuge and the Refuge System;
4. help achieve the goals of the National Wilderness Preservation System;
5. meet other mandates, and
6. resolve any significant issues identified.

Typically refuges develop 3-4 alternatives including the “No Action.”

#### STEP 1

**Brainstorm potential alternative concepts.** The “concepts” are the big ideas that explain the management direction or focus of the alternative. See the “alternatives examples” document for a number of examples of alternative concepts from other CCPs. In addition to the No Action, consider at least 2 other alternative concepts. Do not delve into the details at this point; just consider the big idea behind each alternative. Write down these concepts (2-3 sentences only) in the alternatives chart.

#### STEP 2

**Identify the pertinent categories that each management alternative will need to address.** Use the goal topics as a guide and identify more specific topic areas under each goal that you think should be addressed in the alternatives matrix. For example, under *habitat and wildlife* you may want to include *wetlands*, *re-introductions* and/or *endangered species* as topics. At the alternatives workshop we will add a sentence or two explaining how each of these topics are addressed under each of the alternative management scenarios.

#### STEP 3

**Define the No Action Alternative.** The No Action alternative preserves the existing management regime and provides an environmental baseline against which the impacts of the other alternatives are compared. Treat this alternative as a continuation of the current management approach and do not introduce any changes or new management actions.

#### STEP 4

**Define the Action Alternatives.** Fill out the topics in the alternative chart in order to clearly define the management approach for each alternative. Explain the management action for each category in general terms. We are not developing objectives and strategies at this point. For example, under *Research* you may write *Support landscape-level research to improve habitat management practices* or under *Environment Education/Interpretation* you may add *increase public presentations and programming*. NEPA requires an equal and full analysis of all alternatives considered for implementation. It is important to give equal effort to each alternative regarding these actions so that the decision maker can make an informed choice.

## REFUGE PLANNING PROCESS

Here's a quick overview of the components of the CCP that shows where the alternatives fit into the planning process.

**Refuge Purpose(s).** The purposes specified in or derived from the law, proclamation, executive order, agreement, public land order, donation document, or administrative memorandum establishing, authorizing, or expanding a refuge, refuge unit, or refuge subunit.

**Vision Statement.** A concise statement of what the planning unit should be, or what we hope to do, based primarily upon the Refuge System mission and specific refuge purposes, and other mandates.

**Goal.** Descriptive, open-ended, and often broad statement of desired future conditions that conveys a purpose but does not define measurable units.

**Alternatives.** Different sets of management approaches or means of achieving refuge purposes and goals, helping fulfill the Refuge System mission, and resolving issues.

**Objective.** A concise statement of what we want to achieve, how much we want to achieve, when and where we want to achieve it, and who is responsible for the work. Objectives derive from goals and provide the basis for determining strategies, monitoring refuge accomplishments, and evaluating the success of strategies. Make objectives attainable, time-specific, and measurable.

**Strategy.** A specific action, tool, technique, or combination of actions, tools, and techniques used to meet unit objectives.



Alternatives Workshop

[Agenda]

---

**PURPOSE**

- Formulate a range of alternative management plans.
  - Ensure that alternative management plans generated by workshop participants are sufficient to satisfy NEPA requirements and represent a range of viable possibilities.
- 

**AGENDA**

**Day 1: February 24<sup>th</sup>, 2014**

- |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9:00 AM  | Welcome <ul style="list-style-type: none"><li>▪ Brief introduction (for new participants)</li><li>▪ Meeting Purpose, Desired Products, Agenda</li></ul>                                                                                                                                                                                                                                                                                                                                                                                        |
| 9:30 AM  | Explain the Alternative Development Process and How it Fits into the CCP process                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 10:00 AM | Focusing on the Alternatives Concepts <ul style="list-style-type: none"><li>▪ Handout with examples of alternatives concepts</li><li>▪ Discuss possible concepts for RMA NWR</li><li>▪ Describe the differences between each alternative</li><li>▪ What is the “big idea” for each concept?</li><li>▪ Do the concepts represent a viable range?</li><li>▪ Verify and/or modify the alternative concepts as needed (<i>note, once the alternatives are fully developed we will likely return to these statements and modify them</i>)</li></ul> |
| 12:00    | Break for Lunch                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 1:00     | Review of Alternative A (are all the major issues included and addressed?)                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2:30     | Divide entire planning team by groups to work on assigned topics                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 4:00     | Reconvene and Check In                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 4:30     | Adjourn for the day                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

*Facilitators will compile the notes from the small groups discussions*

## Day 2: February 25<sup>th</sup>, 2014

- 9:00 AM      Gather, Review the Day's Agenda
- 9:30 AM      Continue Working in Small Groups to Fill in Gaps in the Chart
- 11:00 AM      Small groups present their work to the larger planning team (*whole group*)
- 12:00 PM      Lunch Break
- 1:30 PM      Reconvene entire Planning Team to Review together the entire table
- Review the action statements for each alternative
  - Modify the chart as needed
  - Are we missing any topics that should be added to the chart?
  - Do the alternatives represent a viable range? Are there clear differences between them? Are they viable?
  - Discuss if and how they should be changed to better meet RMA NWR's purpose/vision/goals and System mission.
- 3:30 PM      Adjourn the workshop

THANK YOU!



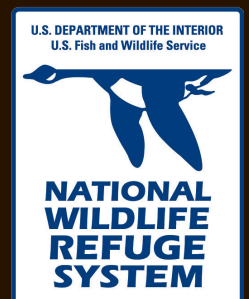
# ROCKY MOUNTAIN ARSENAL NATIONAL WILDLIFE REFUGE

## COMPREHENSIVE CONSERVATION PLAN

PROCESS UPDATE  
JUNE 2014



U.S. FISH AND WILDLIFE SERVICE



# COMPREHENSIVE CONSERVATION PLAN PROCESS



*Throughout the process, partners have helped the Service shape the CCP.*

# PUBLIC SCOPING

*During the Summer 2013, the Service asked the public and stakeholders for input. What we heard was distilled to these 7 Big Ideas:*

- Seize the opportunity to **connect people to nature** at the RMA NWR.
- **Improve promotions** and conduct **more outreach** about the RMA NWR and what it has to offer.
- Set **clear expectations** about what a wildlife refuge is, does and offers.
- Maintain the **sense of retreat** from the surrounding urban setting.
- **Collaborate with partners** to improve environmental education opportunities on and off the refuge.
- Interpret the **site's history**.
- **Improve and expand visitor facilities and programming** (e.g., more trails and signs, enhanced interpretive media, more environmental education, greater outreach).
- **Improve access and transportation systems** (e.g., more biking opportunities, additional entry points, expanded wildlife drive, neighborhood connections).

# VISION FOR ROCKY MOUNTAIN ARSENAL

*The planning team developed the following vision and goals for the RMA NWR. Along with the refuge purpose, these statements guide the planning process.*

As the sun rises, bison thunder across the prairie, red-tailed hawks soar overhead and the urban bustle begins. Lands once known for their agricultural and industrial uses are being restored on the nation's premier urban wildlife refuge, where time moves at nature's pace and wildlife have the right of way. Propelled by public and private partnerships, refuge stewards at Rocky Mountain Arsenal, Two Ponds and Rocky Flats National Wildlife Refuges continue to work to repair and regenerate wildlife habitat. These prairie oases nestled within Colorado's Front Range communities welcome visitors from near and far and foster an appreciation for nature by connecting people with the land for generations to come.

# GOALS FOR ROCKY MOUNTAIN ARSENAL

- **Habitat Management:** Use an adaptive management framework to conserve, restore and enhance the ecological integrity of the Front Range prairie communities including wetlands, grasslands, native shrubs and trees.
- **Wildlife Management:** Balance and preserve wildlife species of concern through active management.
- **Visitor services:** Foster the public's appreciation of natural resources and provide inclusive, high-quality, wildlife-dependent recreation, education and interpretation.
- **Communication and Outreach:** Through effective communication and innovative technology we engage the public and stakeholders to better understand the importance, nature, operations and history of the refuge complex so they are inspired to participate in and support management and restoration efforts.

# GOALS FOR ROCKY MOUNTAIN ARSENAL

- **Research & Science:** Utilize science and promote research to advance the understanding of natural resource functions and management within the complex and beyond.
- **Cultural Resources:** Protect artifacts and interpret the archeological, agricultural, military and industrial history as well as the restoration story of the refuge complex to connect visitors and the community to the area's past.
- **Partnerships:** Seek and foster strong partnerships to support research and management, enhance wildlife-dependent recreation and promote appreciation of nature.
- **Infrastructure & Operations:** Effectively utilize funding, staff, partners, volunteers and equipment to restore and manage refuge complex habitats, conduct programs, and improve and maintain all necessary infrastructure.
- **Access & Transportation:** Support the improvement of appropriate access to the refuges, develop sustainable transportation options and provide more connections within the refuge complex.

# ALTERNATIVES

**Alternatives** = Different sets of management approaches or means of achieving the RMA NWR's purpose, vision and goals; helping fulfill the National Wildlife Refuge System's mission; and resolving issues.

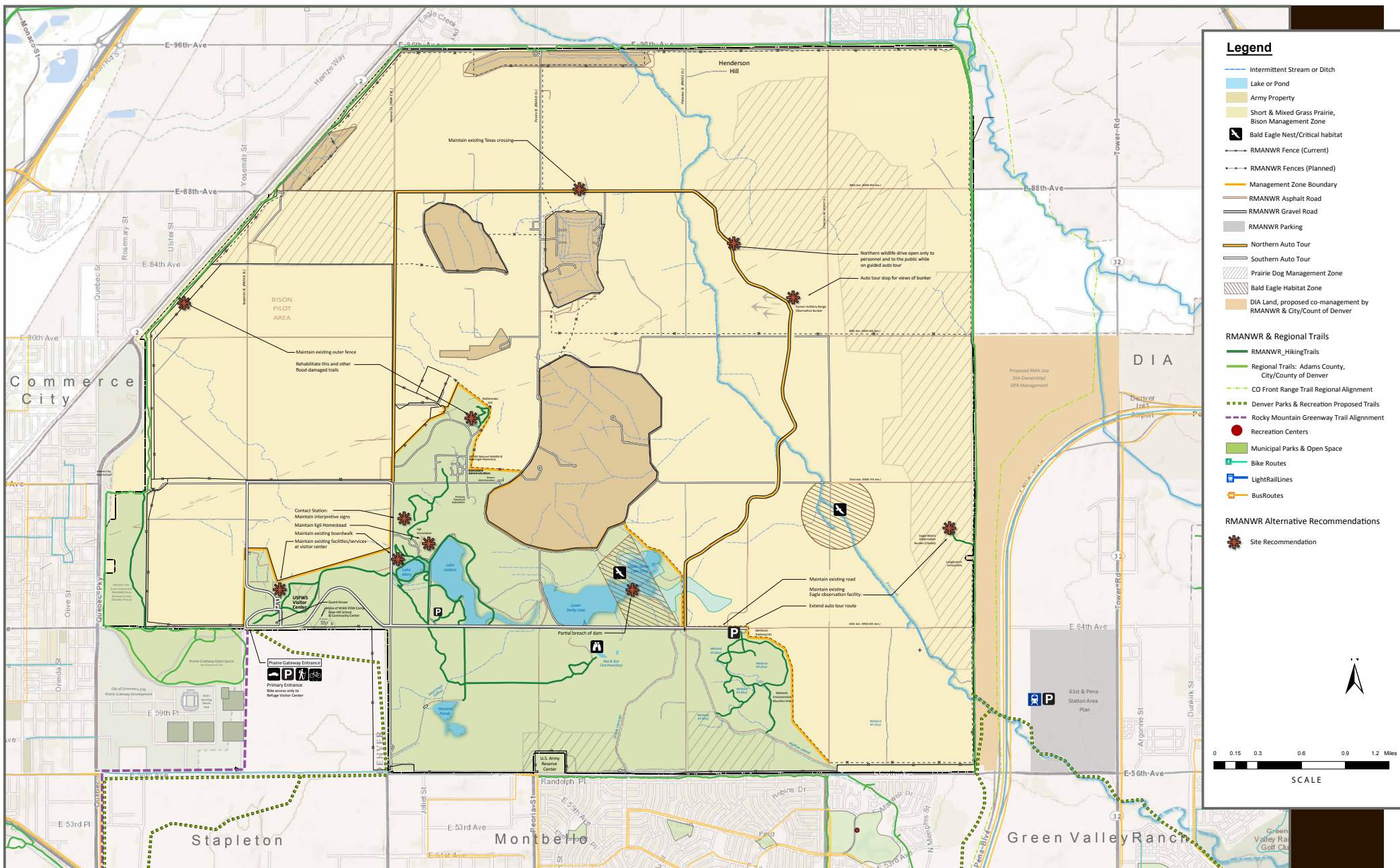
**ALT A: NO ACTION**

**ALT B: TRADITIONAL  
REFUGE**

**ALT C: URBAN REFUGE**

**ALT D: GATEWAY REFUGE**



Planning Alternative **A** May 16, 2014

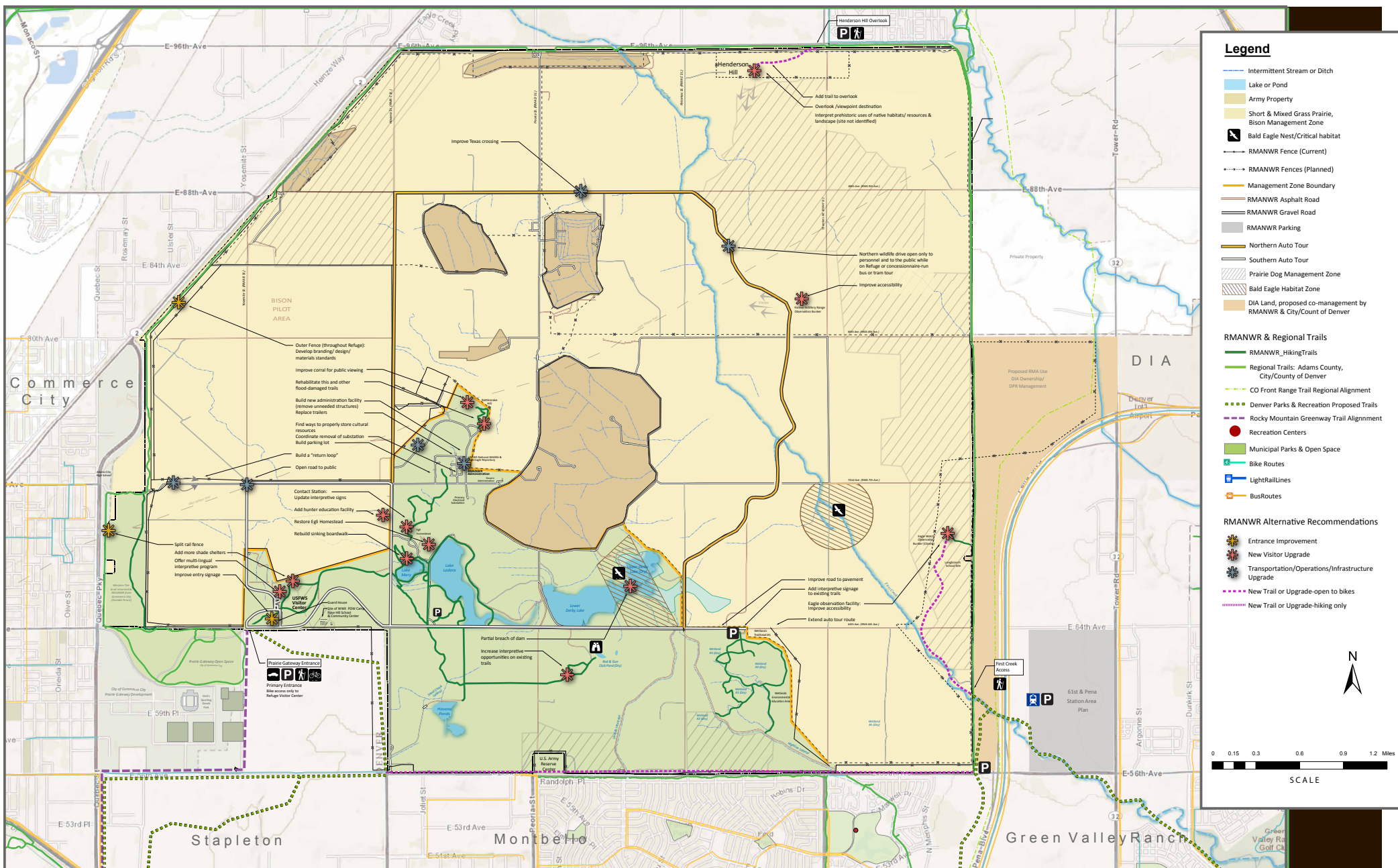


# ALTERNATIVE B: TRADITIONAL REFUGE

**This alternative focuses on providing traditional refuge visitor uses and conveying the importance of conservation, wildlife protection, and the National Wildlife Refuge System.**



**Access to the refuge remains more restricted than the other alternatives and wildlife-dependent recreation, as well as, community outreach are minimally expanded.**

Planning Alternative **B** May 16, 2014



# **ALTERNATIVE C: URBAN REFUGE** (THE PROPOSED ACTION)

**The emphasis of this alternative is to increase the visibility of the refuge within the Denver metropolitan region and to welcome many more non-traditional refuge visitors to the RMA NWR.**



**Through expanded visitor services programs and “Big 6” wildlife-dependent recreation, the introduction of other appropriate uses, an abundance of instructional programming, and widespread outreach, the Service endeavors to connect more people with nature and wildlife.**

**The refuge is made far more accessible to neighboring communities with the opening of additional access points and the development of enhanced transportation systems.**

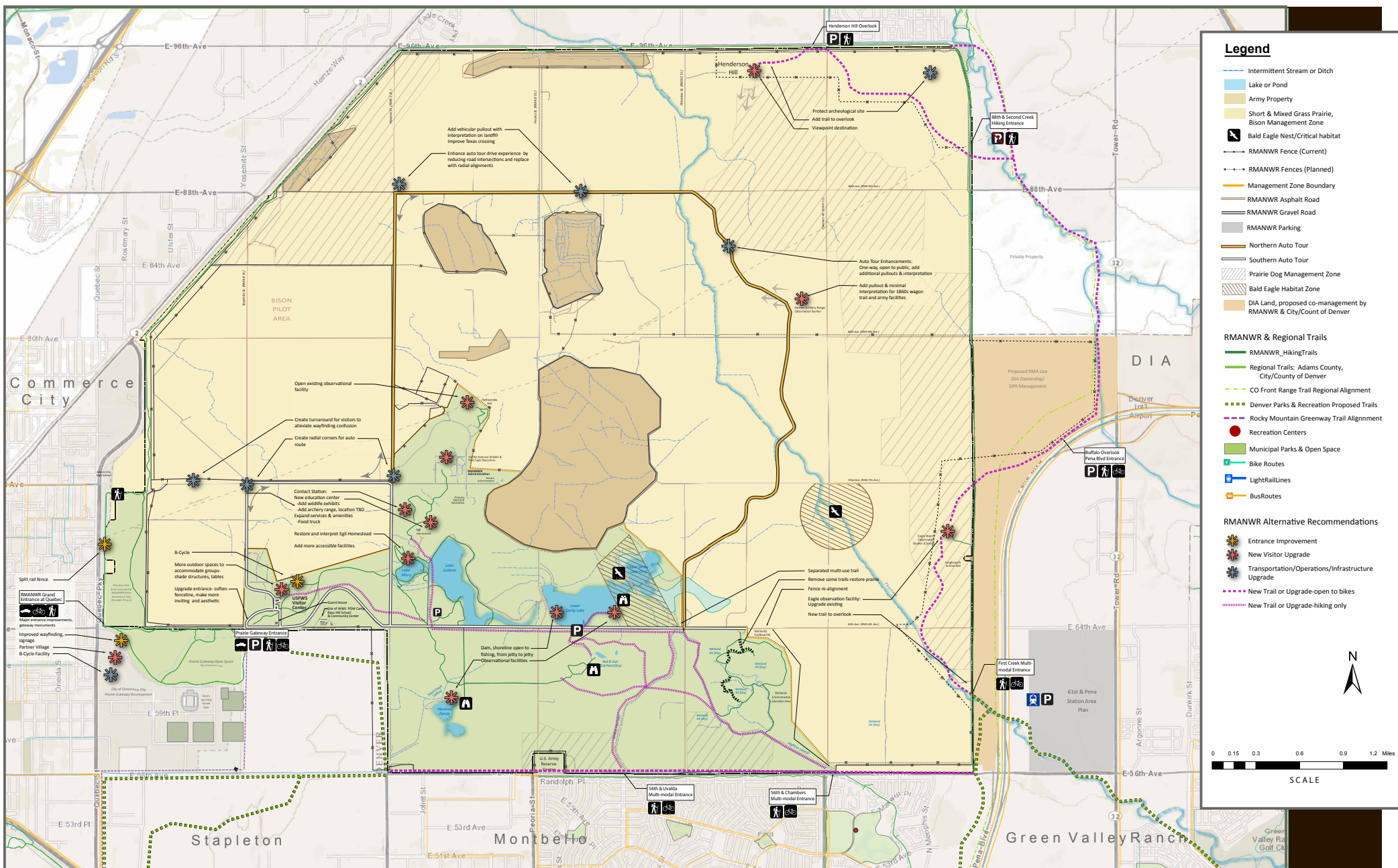


# ALTERNATIVE C: URBAN REFUGE



## ROCKY MOUNTAIN ARSENAL NATIONAL WILDLIFE ARSENAL Commerce City, Colorado

Planning Alternative C May 16, 2014





# ALTERNATIVE D: GATEWAY REFUGE

**Under this alternative the Service engages with conservation groups and commercial ventures (e.g., concessionaires, outfitters) to substantially increase programming and visitor uses on the refuge.**



**The RMA NWR is connected physically and thematically with public lands throughout the state and the nation's refuge system. Through expanded partnerships, commercial activity, and more interpreted cultural resources on the refuge, the Service appeals to the broadest range of visitors including nature enthusiasts, wildlife-dependent recreationalists, and history buffs.**

**Like Alt C, the refuge is made more accessible to neighboring communities with the opening of additional access points and an enhanced transportation system.**

U.S. DEPARTMENT OF THE INTERIOR  
U.S. Fish and Wildlife Service

**NATIONAL  
WILDLIFE  
REFUGE  
SYSTEM**

Planning Alternative **D** May 16, 2014



# THE ALTERNATIVES SIDE-BY-SIDE

## B: TRADITIONAL REFUGE

## C: URBAN REFUGE

## D: GATEWAY REFUGE

	B: TRADITIONAL REFUGE	C: URBAN REFUGE	D: GATEWAY REFUGE
<b>HABITAT &amp; WILDLIFE</b>	Native species, including black-footed ferret (BFF) would be re-introduced and habitat protected and enhanced.	Same as B, plus develop and maintain a live, outdoor BFF exhibit.	Same as B, plus additional BFF collaborations with partners.
<b>VISITOR SERVICES</b>	Moderate expansion of opportunities for traditional, wildlife-dependent uses.	Significant expansion. More instructional programming. Trail system expansion.	Significant expansion of partner and concession-run programs. Trail system expansion.
<b>COMMUNICATION &amp; OUTREACH</b>	Slightly more outreach focused on conveying traditional conservation messaging.	Widespread outreach, frequent communication. Raise visibility of RMA in the Denver area. Target urban resident and non-traditional visitors.	Increased communication and cross-promotion of RMA NWR in collaboration with partners. Target a wider visitor market than Alt C.
<b>PARTNERSHIPS</b>	Partnerships are maintained.	More partnerships throughout Denver area. "Partner Village".	"Prairie Coalition" and more partner-led programming.
<b>RESEARCH &amp; SCIENCE</b>	Research and monitoring continues.	Heavier emphasis on social science research to understand regional demographics and visitor market.	More collaborative research projects. More research into the cultural history of RMA NWR.
<b>CULTURAL</b>	Modest increase in the research and interpretation of cultural resources.	Same as B, plus restoration of Egli House exterior and more interpretation.	The most preservation, research and interpretation. Egli House restoration.
<b>INFRASTRUCTURE &amp; OPERATIONS</b>	Update some refuge infrastructure. Slight increase in staffing	The most infrastructure upgrades and new facilities. New refuge headquarters. Substantial increase in staffing.	Some infrastructure upgrades and new facilities. Less staff than C.
<b>ACCESS &amp; TRANSPORTATION</b>	Existing access & transportation infrastructure maintained.	Several additional access points, enhanced transportation systems, and improved bike infrastructure.	Fewer access points than and less bike infrastructure than C. Enhanced transportation systems.

# PROPOSED ACTION - ALT C: URBAN REFUGE

**We believe that Alternative C best meets the purposes, vision and goals for the refuge and follows the Service's Urban Refuge Initiative. Therefore, in this proposed action, the refuge will:**

- Develop the first CCP in the Refuge System based on the Urban Refuge Initiative;
- Reintroduce the endangered Black-footed ferret and other native species;
- Consider renaming the refuge complex of which the refuge is part of;
- Connect the refuge to the Rocky Mountain Greenway Trail Network;
- Co-manage adjacent private lands for wildlife with land-management partners;





# PROPOSED ACTION - ALT C: URBAN REFUGE

- Significantly expand compatible, wildlife-dependent recreational opportunities, infrastructure and facilities to appeal to a broader range of visitors and connect urban residents with local natural habitats and wildlife;
- Create additional pedestrian access points to connect the refuge to local and regional communities and trails;
- Work with partners to cross-promote the refuge and its programs, and with neighboring communities to develop a “Partner’s Village”, and with RTD to promote bike-sharing and programs to facilitate public access to the refuge;
- Develop a new, more inviting refuge entrance and fencing alignment;
- Seek ways to enhance and significantly improve the refuge’s transportation systems and facilities.



# NEXT STEPS



# National Bison Range Complex Comprehensive Conservation Plans

## Scoping Report

### Introduction

In 2017, Region 6 of the U.S. Fish and Wildlife Service (Service) published three Notices of Intent (NOI) in the Federal Register (FR) announcing the development of comprehensive conservation plans (CCP) for the units of the National Bison Range Complex (Complex) in Montana.

The first NOI was published in the FR on January 18, 2017, and announced the Service's intent to develop a CCP for the National Bison Range. This NOI informed the public of three management alternatives being considered by the Service: A) Current Management—continuing current management and serving as a baseline for comparing other the other alternatives; B) Preferred Management Option—recommending a Congressional transfer of the NBR to the Confederated Salish and Kootenai Tribes (CSKT) of the Flathead Reservation; and, C) Executing and carrying out a draft negotiated Annual Funding Agreement with the CSKT per the Tribal Self Governance Act.

The second NOI was published in the FR on May 18, 2017. This NOI announced the Service's revision of the original January 2017 FR notice. The NOI provided additional opportunities for public input and stated the Service's intent to continue the development of a CCP for the NBR while announcing a change in policy direction regarding the legislative transfer of the NBR.

The third NOI was published in the FR on May 18, 2017. This NOI announced the Service's intent to gather information to prepare a CCP for Lost Trail, Ninepipe, and Pablo National Wildlife Refuges, and the Northwest Montana Wetland Management Districts in Lake and Sanders Counties, Montana.

To date, the Service has received hundreds of comments in response to the three NOIs and to the information provided during the four public scoping meetings held throughout the planning area. For ease of use, this report is divided in three parts, according to the three NOIs mentioned, and provides a summary of the comments, in table format, organized according to distinct categories.

Because the January 2017 and May 2017 NOIs announced different actions by the Service the nature of the comments received was different as well. Therefore, this report has a slight difference in how it provides the reader the summary of the comments received.



## Summary of Comments Related to the First Notice of Intent (January 18, 2017)

### WILDLIFE MANAGEMENT

Summary: Encourage an ecologically intact ecosystem based on healthy rangeland as a foundation for supporting herds of healthy bison and other species such as elk, deer, big horn sheep and other big game and wide roaming species and would include such issues as: herd size targets/culling plans; general health monitoring and management; genetics; as well as other general management issues. Address predator management (including, among other species, black bear, grizzly bear, gray wolf, coyote, mountain lion, golden eagle, and bald eagle) and their role in controlling herd size and risk of disease and its spread, especially CWD. The CCP and EIS needs to address the potential of the NBR to serve as grizzly bear habitat, including transient habitat and connectivity to other occupied and unoccupied areas.

#### Key Comments:

Although the NBR is managed largely for the bison herd, the CCP should also consider the health of the rangeland for elk, deer, big horn sheep and other big game and wide roaming species.

The CCP and EIS needs to address the potential of the NBR to serve as grizzly bear habitat, including transient habitat and connectivity to other occupied and unoccupied areas consistent with the NCDE Conservation Strategy. This may include the NBR as well as coordinating with neighboring residents.

Encourage an ecologically intact ecosystem based on healthy rangeland as a foundation for supporting herds of healthy bison and other species at sustainable population levels and envision the presence and tolerance of predators and carnivores as an important element in controlling herd size and the risk of disease and its spread, especially CWD.

The Tribes would also expect that predator management (including, among other species, black bear, grizzly bear, gray wolf, coyote, mountain lion, golden eagle, and bald eagle) would be addressed by the CCP.

### BISON MANAGEMENT

Summary: The CCP must consider how the genetic integrity of the bison herd will be maintained for the long term. The current USFWS genetic and health monitoring program should be continued, in part or whole, as part of the management plan for NBR. This should be part of a greater landscape conservation effort. Encourage the CCP to consider opportunities for bison to access areas that may be available adjacent to the NBR.

#### Key Comments:

Encourage the CCP to consider opportunities for bison to access areas that may be available adjacent to the NBR. We recommend that a quality and genetically reputable herd be maintained by CSKT at NBR. The CCP must consider how the genetic integrity of this herd will be maintained for the long term. The current USFWS genetic and health monitoring program should be continued, in part or whole, as part of the management plan for NBR. How this program is to be cooperatively administered and implemented by CSKT and DOI should be explained in the planning process.

Given the National Bison Range's purpose for establishment of preserving the American bison, it seems appropriate to consider the refuge's role in biological diversity and ecosystem management where purity of genetic strains of bison are preserved for restoration of herds at various locations of the Great Plains. This would be part of a greater landscape conservation effort.

The Tribes expect that bison and big game species management would be prominently addressed in the CCP. This management, including for bighorn sheep, elk and deer, would include such issues as: herd size targets/culling plans; general health monitoring and management; genetics; as well as other general management issues. Each large mammal population on the NBR should be addressed in reasonable detail, providing a documented historical outline for each species on the NBR. This should include population origin, relevant objectives, past methods used to maintain the population within objective targets, methods for dealing with disease outbreaks, and other life-history data of importance. Summaries should be included for the formal and informal research and wildlife management studies that have been completed, and all studies currently underway. These facts should thus form the basis for discussion of alternative management strategies later in the CCP.

The CCP should provide a detailed history of the origins and original purposes for establishing the NBR along with facts on the founding animals and respective bloodlines of those founders. The NBR's founding bison have a complex lineage and documented interactions with other major lineages. Those factors should be thoroughly discussed. Past inadvertent cattle introgression, potential for future genetic drift, strengths and deficiencies of current genetic testing techniques and related topics should be presented. Disease possibilities and protocols for periodic testing along with methodologies for handling sudden outbreaks should be elaborated.

The founding of a bison metapopulation in 2009 along with a basic operating protocol for such management and its primary objectives is a very important topic for the CCP. The central role of NBR bison in that metapopulation model is an essential feature of all Fish and Wildlife Service bison herds. It is, therefore, highly important that a thorough discussion be included in the background information of the CCP.

## **HABITAT MANAGEMENT**

Summary: Range condition, weed management, pine encroachment, forest habitat management, fire management, riparian management, wetland management, and water management issues are all components of habitat management that should be addressed in the CCP. A solid discussion of internal fencing/pastures within NBR should be included. Diverse habitats should be inventoried, mapped and maintained and the NBR should be managed to increase underrepresented habitat types typical of historic vegetation.

### **Key Comments:**

Diverse habitats should be inventoried, mapped and maintained and the NBR should be managed to increase underrepresented habitat types typical of historic vegetation.

Encourage addressing the role of fire and other disturbances in maintaining the native vegetation  
Range condition, weed management, pine encroachment, forest habitat management, fire management, riparian management, wetland management, and water management issues are all components of habitat management that should be addressed in the CCP.

The internal fencing/pastures within NBR constitute a vital component permitting that more intensive management. A solid discussion related to these subjects is called for in the CCP.

## **INVASIVE SPECIES**

Summary: Invasive species issues (including both terrestrial and aquatic) should be identified and prioritized and there should be an early detection, rapid response plan as well as a plan to control existing infestations and reduce the occurrence and spread.

### **Key Comments:**

Invasive species issues should be identified and prioritized and there should be an early detection, rapid response plan as well as a plan to control existing infestations and reduce the occurrence and spread.

The Tribes believe that the CCP should address contingencies for aquatic invasive species, whose profile has recently been elevated in Montana.

Additionally, invasive species are a recognized problem on the NBR. For the refuge to maintain and protect the vital native grasslands, particularly key species of fescue and other native grasses along with its other vital components, it must design and conduct a carefully planned, assiduously implemented “integrated pest management program” annually. Such a program is labor intensive and requires involved technicians to have formal training, proper equipment, and important knowledge of the target species and any potential or listed threatened or endangered native species that could be affected.

## **CLIMATE CHANGE**

Summary: A major complicating factor that must be thoroughly addressed in the CCP is the expected features and likely impacts to be expected from the effects of Climate Change on habitat, species (fauna and flora), water, forage and wild fire impacts. The Tribes would ask the Service to take into consideration the Tribes' Climate Change Strategic Plan, which was adopted in September 2013 and is available at [www.csktribes.org/CSKTClimatPlan.pdf](http://www.csktribes.org/CSKTClimatPlan.pdf)

### **Key Comments:**

In order to effectively look forward as a planning document, the CCP should address projected, likely, or potential impacts of climate change on habitat, species (fauna and flora), water, forage and wild fire impacts. The Tribes would ask the Service to take into consideration the Tribes' Climate Change Strategic Plan, which was adopted in September 2013 and is available at [[www.csktribes.org/CSKTClimatPlan.pdf](http://www.csktribes.org/CSKTClimatPlan.pdf)].

Climate change could affect habitat, species, the amount and quality of water, and the availability of forage. Resulting high intensity wild fire can threaten forest ecosystems and impact soil and water quality. Species migration into the area can increase competition for grasses and forage. Please address and consider impacts of climate change on rangeland and other ecosystems and wildlife habitat.

A major complicating factor that must be thoroughly addressed in the CCP is the expected features and likely impacts to be expected from the effects of Climate Change. It is likely that some subtle, but important changes have already begun to affect the NBR plants and animals. The Coordinating Team should consist of expert wildlife, plant, disease, genetic, and ecosystem specialists from agencies such as the State Fish and Game Department, State agricultural agency, USGS Biological Division, Natural Resources Conservation Service, USFS, County officials, the University of Montana, and others in order to have the expertise necessary for identifying and analyzing available data along with interpreting models of expected climate changes in Western Montana and the Mission Valley in particular.

## **MONITORING AND RESEARCH**

Summary: We encourage the CCP to identify opportunities for research. These could include ecological conditions, diversity of plants and animals on the bison range, role of carnivore in population and disease control, role of wildfire and other disturbance regimes in grassland health and maintenance and diversity of habitat, presence and control of weeds and other invasive species, among other things. The CCP should include a plan for research and partnering with institutions and agencies both on and off the reservation. The Tribes further recommend that the CCP address surveying and monitoring of nongame birds, as well as amphibians and reptiles.

### **Key Comments:**

We expect the CCP to identify monitoring elements to evaluate rangeland conditions and carrying capacity, as well as the health of the bison herd and other species including elk, deer, and bighorn sheep. Again, we are concerned about CWD and encourage a proactive plan to address this disease.

We encourage the CCP to identify opportunities for research. These could include ecological conditions, diversity of plants and animals on the bison range, role of carnivore in population and disease control, role of wildfire and other disturbance regimes in grassland health and maintenance and diversity of habitat, presence and control of weeds and other invasive species, among other things. The CCP should include a plan for research and partnering with institutions and agencies both on and off the reservation.

The Tribes further recommend that the CCP address surveying and monitoring of nongame birds, as well as amphibians and reptiles.

## **VISITOR SERVICES**

Summary: The CCP provides an opportunity to examine and plan for such public use/access considerations as: visitation projections; desired visitor experiences; fishing access; wildlife watching and photography opportunities; recreation site (picnic areas) availability and management; fee structures; and the possibility of tours.

### **Key Comments:**

In addition to maintenance and replacement of facilities including the visitor center, roads, entrances and the installation and content of signage, visitor services should include maintaining access for the public. Opportunities for education are also important visitor services. Topics could range from cultural to factors that comprise a healthy and functioning ecosystem.

The CCP provides an opportunity to examine and plan for such public use/access considerations as: visitation projections; desired visitor experiences; fishing access; wildlife watching and photography opportunities; recreation site (picnic areas) availability and management; fee structures; and the possibility of tours.

The Tribes anticipate that the CCP would address the following issues related to visitor services:

- current state of, and future outlook for, the visitor center, including need and potential for replacement;
- access considerations, including potential for an additional, or alternate, entrance such as at Ravalli Hill;
- interpretive displays, materials and sale items;
- information availability and standards/criteria for inclusion of information/materials;
- education, public awareness, programs and presentations;
- receipt collection and accountability; and
- staffing and volunteers

## **TRIBAL COOPERATION/CULTURAL AND HISTORIC RESOURCES**

Summary: We also encourage consideration of the benefits of the Tribes' traditional ecological and cultural knowledge and their special historical, geographic, and cultural relationships with bison and the Range insofar as those deep connections can support the management of natural and cultural resources and the provision of unique public educational and interpretive services at the NBR. Federal laws mandate that the FWS must recognize its responsibility to identify, protect, consult with the tribes about, and otherwise respect such important cultural features, artifacts, etc. This topic should be given thorough thought and discussion.

### **Key Comments:**

The inventory, preservation, and management of cultural and historical resources are high priorities for the Tribes and need to be addressed at some level in the CCP. We have cooperated with the Service in this area in the past, and we look forward to continued collaboration through our Tribal Preservation Department. The Tribes request that the Service consult with us regarding these issues, consistent with Executive Order No. 13175 ("Consultation and Coordination with Indian Tribal Governments"), the Department of the Interior Policy on Consultation with Indian Tribes, and the National Historic Preservation Act (54 U.S.C. § 300101 et seq.).

We also think that the CCP should address tribal cultural resources and opportunities for tribal collaboration.

We also encourage consideration of the benefits of the Tribes' traditional ecological and cultural knowledge and their special historical, geographic, and cultural relationships with bison and the Range insofar as those deep connections can support the management of natural and cultural resources and the provision of unique public educational and interpretive services at the NBR. We encourage the USF&WS to consider in the development of the conservation plan and environmental review process the various ways that tribal management can enhance and enrich the visitor experience.

The CSKT clearly have unique cultural and historical connections to the land and bison within the NBR. The proposed CCP and EIS must address how to strengthen this relationship between CSKT and NBR.



We recognize that the bison or buffalo was THE key animal in the life and livelihood of native people of the Plains and Plateau of North America. Even today, the iconic bison holds immense cultural and spiritual significance for these tribes. The CCP/EIS must take these values into account to design an appropriate future management of the National Bison Range.

It is to be expected that the area contains cultural materials and areas important to the tribes and its members. Federal laws mandate that the FWS must recognize its responsibility to identify, protect, consult with the tribes about, and otherwise respect such important cultural features, artifacts, etc. This topic should be given thorough thought and discussion. The Tribes have previously completed a cultural survey and report under contract to the FWS. The CCP process should provide an appropriate opportunity to analyze that report and decide if additional cultural survey work should be done in the future, its nature, the cooperating parties, and related factors that will lead to properly complying with the law, and the desires of the Tribes and members.

## **ECONOMICS/REFUGUE OPERATIONS/STAFFING**

Summary: We recommend a clear and concise business plan that illustrates the associated operational costs, revenue streams, and capital investments necessary to sustain long-term management of the NBR. Against the backdrop of budget projections and the "Realignment Strategy Staffing Framework" and its associated protocols, the CCP should address the existing vacant positions, as well as expected, desired and potential positions looking forward. The CCP should address the Service's plans, expectations, budget and cost outlooks for fire control, as well as controlled burns and other fire-related management issues.

### **Key Comments:**

We recommend a clear and concise business plan that illustrates the associated operational costs, revenue streams, and capital investments necessary to sustain long-term management of the NBR.

Please fund the employment positions for the NBR as it merits for such a successful and shining example of the FWS. If the NBR is at all failing it is because of its management and poor funding on a national level, not from the efforts and devotion of the current NBR employees or management.

It would be helpful for the CCP to address facilities maintenance expectations, needs, budgets and costs for such facilities as the visitor center, residences, barns and other buildings, roundup facilities, picnic area toilets and structures, fences ( exterior and interior), and trails.

Given the Service's Region 6 "Realignment Strategy Staffing Framework", and in light of that document's reference to a prioritization protocol for filling vacancies, the CCP should address the Service's expectations or outlook for enforcement responsibilities and jurisdictional impacts, as well as any cross-deputization expectations, needs or opportunities.

Again, against the backdrop of budget projections and the above-referenced "Realignment Strategy Staffing Framework" and its associated protocols, the CCP should address the existing vacant positions, as well as expected, desired and potential positions looking forward. Staffing, and associated volunteer needs, at the National Bison Range, has been the subject of several articles in local/regional newspapers over recent months, so there is likely considerable public interest in understanding the Service's long-term outlook for Bison Range staffing.

FWS, CSKT and the Bureau of Indian Affairs have historically entered into Annual Fire Management Operating Plan agreements addressing fire control at the National Bison Range. The CCP should address the Service's plans, expectations, budget and cost outlooks for fire control, as well as controlled burns and other fire-related management issues.

## **OTHER CONSIDERATIONS FOR THE CCP/EIS**

Include a substantive section on the history of the CSKT, the NBR, the bison herd and the cultural practices, and traditional values.

The Service must take extra precautions to remain transparent and open to all stakeholders and the public at large.

## **MISCELLANEOUS OTHER COMMENTS RECEIVED**

Transferring the lands, bison and resources of the NBR back into a trust for the CSKT, could reduce the federal bureaucracy and relieve the federal burden and free up funding for other purposes. The economic impacts of the various alternatives, including the potential savings due to transfer of the NBR to the CSKT should be evaluated.

The Service should analyze all of the impacts of transferring the Range to non-federal management

The January NOI is not in compliance with Service planning policy and/or NEPA.

Several comments about the precedent setting nature (both for and against) of the proposed transfer to the Tribes.

Since the NBR staff has been depleted in recent years, it is doubtful that current staff with actual knowledge of conditions at the NBR who should produce a CCP can complete this task without additional staffing. Per Refuge Planning policy, the planning team should include the Refuge manager and key staff members, as well as experts from regional and field offices. 602 FW 3, Sec. 3.4.C(I)(a). This team should engage in pre-planning, gathering of information and data, scoping, consideration of public input, analyzing alternative management options for the NBR as a unit of the NWRS, and all of the other components of the Service's comprehensive planning policy.

Many citizens of western Montana have been harassed, intimidated and even threatened regarding their opinions related to the future of the NBR and the NBRC. FWS has facilitated this in the past by releasing commentor's personal information. FWS should not provide personal information regarding any citizen willing to provide their suggestions and/or opinions in this matter.

Multiple comments about the history of payment to the Tribes for the land and/or the bison herd.

## Summary of Comments Related to the Second Notice of Intent (May 18, 2017)

Qualities and Opportunities	
Wildlife	Refuge provides a 'snap shot' of Montana's wildlife
	Refuge manages plains bison
	Opportunity to revisit wildlife management strategies
	The CCP provides a great opportunity to direct development step-down plans for wildlife management
	CCP can assist FWS in better addressing sharp-tailed grouse reintroduction to NBR
	Develop a new bison management plan based on the Service's nationwide bison meta-population goals
	Time to critically look at and update the fenced animal management plan
	Opportunity to look again at the refuge's coyote control goals and plan (to help antelope recruitment)
	Time to address the need for existing management plans: antelopes, mountain goats, non-trust resources
	I like that you hold and manage bison within the Flathead Indian Reservation
	Since NBR bison herd is founding herd, its conservation and genetics should be paramount in the CCP
	NBR is considered by DOI as an essential part of its commitment to final recovery of the plains bison
	NBR provides habitat for 3 MT Species of Concern, and within range of 3 bat & 22 bird Species of Concern
	CCP is opportunity for FWS to document & address both resident and transient species that use the refuge
Qualities and Opportunities	
Habitat	The refuge is the most invasive plant-free land in Lake County
	Intact maintained ecosystems
	Coordination with surrounding lands for management
	Develop new habitat management plan taking into account the Service nationwide bison population goals
	Maybe a small users fee to drive through NBR would help pay for weed control in the refuge
	NBR has one of the largest remaining remnants of intermountain prairie in the nation – preserve it!
	NBR's unique relict Palouse grassland now integrated with the rare intermountain grassland type places the NBR in a position of being the sole refuge with the responsibility for protection and maintenance of this scarce and valuable habitat type
	Natural settings with highly aesthetic background (Mission Mtn Range and adjacent valley pastoral setting)
	Examine strategies to increase habitat connectivity with & between the NBR and surrounding lands
	NBR's habitats & location in Mission Valley make it a critical wildlife corridor for Flathead Valley animals

### Qualities and Opportunities

#### Visitor Services & Outdoor Recreation

Diverse opportunities – Birding, Fishing, Scenic/Photographic

Picnic Area: Public support to maintain unique facilities for family gatherings

Environmental education opportunities

Simplicity of usability for public = opportunity

Maintain priorities and mandate, but also define carrying capacity for public use

Nominate Wildlife drive (Red Sleep Mountain Drive) as a scenic highway – funding opportunity

Review and expand Visitor Services and facilities

The plan is an opportunity to think about what experience we want visitors to NBR to have

There are wildlife viewing opportunities and facilities and that are wonderful

Love visiting NBR and seeing all the wildlife and landscape, especially from the upper part of the drive

Look for opportunities to create a wildlife viewing area along Highway 200 along with interpretive signs

Red Sleep Mountain Drive provides views of NBR along the southern slopes; consider adding short trails

NBR is one of the most visited refuges in the country; reach people to foster support for Refuge System

NBR ranks among or exceeds the visitation experienced by the “Urban Refuges” featured by the FWS

Public use of the NBR includes touring, hiking, fishing, wildlife viewing, photography, & environmental Ed.

FWS should ensure enhanced consideration of compatible wildlife-dependent recreational uses in the CCP

Examine and plan for all public use/access considerations (e.g., fee structures, possible tours, picnic area)

Examine current and future outlook for the visitor center, including need and potential for replacement

Consider future interpretive displays, materials and sale items, in native languages and in English

Examine future information availability and standards/criteria for inclusion of information/materials

### Qualities and Opportunities

#### Cultural Resources

Historical value – what it represents - Cultural heritage

Foreign visitors’ fascination with U.S. Western history and wilderness drives them to visit NBR

Provide information about the Complex at NBR Visitor Center so that visitors travel to the other units too

Place to learn about natural, cultural and spiritual significance of bison to American Indians & our country

Identify, protect, consult with tribes about, and otherwise respect important cultural features & artifacts

Tribes have previously completed a cultural survey and report under contract to the FWS

American bison has a unique and special place on the landscape: ecological, spiritual and cultural

There are significant cultural sites located on the NBR which were formerly owned in trust for CSKT

CSKT believe that FWS should include in its CCP/EIS some history of the NBR and CSKT involvement

### Qualities and Opportunities

Knowledge-sharing with neighbors

Community-based approach to invasive species, and other management needs

Messaging to draw visitors: What are the different messages to reach varying visitors?

Need to make sure there is good coordination of multi-agency weed management

Coordination among partners/cooperators nowadays is more reactive, rather than proactive

FWS, State and Tribes should work together, not separately, to manage wildlife on a landscape level

FWS should lead cultivating a relationship with other agencies and create a co-management committee

FWS, CSKT and MTFWP should start working as neighbors rather than unfriendly acquaintances or enemies

Healing bad feelings and mistrust will take time but it is worth the effort for all the Flathead Valley people

Maintain current relationships as well as explore new ones to the betterment of the resources

CSKT could complement the work of other partners working on none refuge lands where FWS is limited

CCP should address potential for opportunities for cooperative efforts with the CSKT at the NBR

### Qualities and Opportunities

Refuge provides great research opportunities for universities and researchers

Opportunity to address how beneficial are research requests and data for the refuge and for the System

Opportunity to address if there a way to standardize research requests and the decision making process?

Design and conduct a carefully planned, assiduously implemented “integrated pest management program”

CSKT biological staff design & implement various research, I&M programs for resources within Complex

### Qualities and Opportunities

Highlight priorities/qualities to get funding

Opportunity to address and pursue land swap of the quarter corners area

Great public access

NBRC needs to be again managed as the iconic and respectable refuge it once was

Internal fencing/pastures within NBR constitute a vital component permitting intensive management

Access considerations, including potential for an additional, or alternate, entrance such as at Ravalli Hill

Several newspaper articles on NBR staffing needs indicates likely considerable public interest in NBR future

### Qualities and Opportunities

Open space – lack of development

Proximity to corridor to Glacier NP

Identify management priorities and stakeholders – how NBR can fill a gap

For the agency to integrate objectives from Native American policy into FWS activities

Need to prioritize issues and make sure CCP focuses on preemptive efforts

Opportunity for a land swap with the tribe for certain acreage

Recognize and provide opportunities for CSKT to engage meaningfully in all aspects of NBRC management

FWS urged to work as closely as possible with CSKT in developing the CCPs for the NBR Complex

Seek opportunities for CSKT to assume management authority to implement selected management actions

CSKT could shine in assisting FWS as stakeholder in the area of landscape conservation (i.e., bison)

CCP provides opportunity to present the public relevant facts on CSKT's with respect to NBR initial herd

## Issues

### Wildlife

Wildlife and domestic animals (cattle) co-mingling which spreads diseases

Carrying capacity

Bighorn sheep and diseases: comingling

Perception that staff doesn't manage bighorn sheep adequately – 80% of bighorn sheep lost to pneumonia

Fenced wildlife management is challenging; fences not as impermeable as previously thought: what to do?

Are we managing wildlife for public display: In what direction are the habitats and carrying capacity going?

Will there be too many visitors to the refuge in the future? Will this lead wildlife to habituate to vehicles?

Wildlife movements within and without the refuge

Predator management and refuge being perceived as source of coyotes moving to private lands

FWS allows excess bison to be transported to be slaughtered; that is merciless and cruel; don't do that

Each large mammal population on the NBR should be addressed in reasonable detail in the CCP

The CCP should provide a documented historical outline for management of each species on the NBR

Concern about wildlife and ecological integrity of wildlife habitat and other NBR land management issues

A healthy rangeland should be available to support elk, deer, big horn sheep and other roaming species

CCP needs to address the potential of NBR as grizzly bear habitat, including transient habitat & connectivity

NBR needs to coordinate with neighbors to manage bear attractants (e.g., fruit trees, beehives, garbage)

Hope that CCP aspires to carnivore & predator management based on a functioning ecological framework

Encourage healthy ecosystem (rangeland) to support healthy herds at sustainable population levels

Concerns over the spread of Chronic Wasting Disease in and around the NBR Complex

Predators & carnivores as an important element in controlling herd size & the risk of disease and its spread

CCP should consider opportunities for bison to access areas that may be available adjacent to the NBR

Identify & describe effects of alternatives on wildlife, particularly regarding obligations under wildlife laws

CCP should analyze how alternatives fulfill FWS's obligation under Endangered Species Act Section 7(a)(1)

CCP should consider application of MBTA and BGEPA on NBR to avoid unlawful take of covered bird species

Consider wildlife-friendly fencing to effectively contain bison while facilitating other species' movements

Analyze internal fencing's impacts to wildlife and habitat & consider removal to allow natural movements

The CCP needs to acknowledge CSKT's role in fisheries management at the NBR

## Issues

### Habitat

Enormous issues and problems with invasive plant species variety, distribution, acreage, and dissemination  
Invasive species – existing new ones moving in (milfoil & rush skeleton): highly visible issue  
Weed mitigation on tour road: Use wash station or mass transit to address this problem?  
Finding balance between natural resources and visitors to NBR – 2 million persons drive Hwy 93 annually  
Some areas require forest restoration while other are seeing timber encroachment on prairie habitats  
Intermountain grassland has declined 95% from historic land base.  
Less than 2% of Palouse habitat nationwide. This is a local priority. But, is it a national priority?  
The Jocko River is in need of some stream restoration  
Habitat management plans don't yield immediate results – very complex issue biologically and socially  
Many people don't like to use herbicides to treat invasives, but the drawbacks of not using them is obvious  
NBR should be managed to increase underrepresented habitat types typical of historic area vegetation  
All types of habitat management should be addressed in CCP (e.g., range condition, water management)

## Issues

### Visitor Services & Outdoor Recreation

Increased visitation projections and their effect on visitor experience, wildlife, and infrastructure  
No existing compatibility determinations for commercial filming and photography but increasing requests  
Special Use Permits: Commercial tour groups (existing staffing is insufficient to properly manage it)  
Hunting? Why is it seen as being very complicated? Needs to be addressed in the CCP. Tribal youth hunt?  
Expanding the trail system and facilities  
There is a need for a day use area  
Coordination with CSKT on revamping the visitor center in Moiese is the top issue for any new NBR plan  
Add tribal place names and words to informative kiosks around the NBR drive  
Missed opportunities: Tribes' scenic turnout at the top of Ravalli Hill; work with CSKT on informative signs  
Need better understanding of issues related to commercial filming and use of drones  
Lack of staff curtails previous very successful and highly praised outreach programs among Valley schools  
In addition to typical issues, visitor services should include maintaining access for the public  
Opportunities for EE should range from cultural to factors that comprise a healthy ecosystem  
CCP must provide CDs for all individual uses to maintain consistency with wildlife conservation goals  
CCP should describe how each alternative supports the 6 priority wildlife-dependent uses on NBR  
CSKT believe NBR Restoration Act would be effective way to increase public education & visitor experience



**Cultural Resources**

**Issues**

Why are tribal history, culture, land use, place and animal names being administered from NBR in Moiese?  
Explore & display CSKT and potentially Blackfeet history throughout the Complex (on & off the reservation)  
NBR must be preserved at all costs; it is a vital part of Americana and is crucial to wildlife preservation  
CCP should provide appropriate opportunity to decide if additional cultural survey work should be done  
CCP should detail CSKT's instrumental role in saving the country's last bison at Flathead Indian Reservation  
CCP should detail CSKT's use of current NBR land for hunting, fishing, gathering, cultural & other purposes  
CSKT believes the NBR Restoration Act would be an effective way to address CSKT history with NBR & bison

**Partnerships & Communications**

**Issues**

Take a 'landscape' approach to invasive species management, etc. – Neighborhood Management Plan  
Need to ensure appropriate coordination of multi-agency wildlife surveys  
The refuge needs to find effective ways to improve community outreach and involvement  
Many people tired of commenting and never receiving any feedback (essential to produce quality product)  
FWS failed miserably in communicating the planning process to the public: nothing in local paper, TV, radio  
If FWS truly wants public comments, FWS must convince the public that their efforts will be listened to  
The CCP must be concise, showing historical and proposed future management of the flora and fauna  
FWS must consider how best to establish effective long-term coordination and cooperation with the CSKT

**Research, Science, Inventory & Monitoring**

**Issues**

Air quality & Climate  
Ensure plan monitoring and mitigation = adaptive management  
Maintain and improve what we have and is valuable: tackle and monitor invasive species  
Included the formal & informal research & wildlife mgmt.. studies completed & studies currently underway  
Inclusions of diverse habitats should be inventoried, mapped and maintained at NBR  
Address role of fire and other disturbances in maintaining healthy ecological conditions on the landscape  
CCP should prioritize identification of any new invasive species & have a plan for quickly eradication  
CCP should describe present or potential invasive species (i.e., avian, amphibian, aquatic species, & weeds)  
Address and consider impacts of climate change on rangeland and other ecosystems and wildlife habitat  
Identify monitoring elements to evaluate rangeland conditions and carrying capacity  
Identify monitoring elements to evaluate the health of bison, elk, deer, and bighorn sheep herds  
The CCP should address and encourage development of a proactive plan to address CWD  
Identify opportunities for research including ecological conditions, diversity of plants and animals, etc.  
Include a plan for research and partnering with institutions and agencies both on and off the reservation  
Explain how FWS will monitor status & trends in fish, wildlife, and plants on NBR per Improvement Act  
CCP should include IPMP to prevent & control invasive species, & restore areas affected by weed incursion

## Issues

Define/improve Refuge staff to manage resources and public-use opportunities

Current staffing levels and positions at NBR are inadequate to meet the purposes and needs

Ensure visitor safety – difficult with low staffing levels

Refuge boundary fence built to keep bison in: comingling due to inadequate staffing to maintain fences

Many refuge quarters are very old: what to do: maintain, replace, and phase out? Some are housing staff.

Existing facilities are insufficient for current needs: Headquarters office, visitor services building, etc.

There are poaching issues in the refuge

Some members of the public would like bring more visitors to the refuge – Move Visitor Center to Hwy 93?

Relocate NBR entrance along US Highway 93; Moiese is no longer relevant since it is no longer a train stop

Recruit tribal members to work in technical and support positions at NBR. Make it a priority.

There is a need to develop a NBR Friends Group

The Complex staffing chart needs to be filled right away to allow for immediate CCP implementation

NBR Complex staffing/budget needs should be treated with equal weight as other Region 6 Field Stations

NBR office and visitor center are very old and need major renovation/replacement (e.g., ADA compliance)

NBR staff should be selected for their skill, education and experience and not solely due to CSKT affiliation

Without a minimum of 10 professional staff necessary work cannot be accomplished at the NBR Complex

The citizens of this nation should always have a say on how NBR and other public lands are managed

None other CCP was created with the notion of contracting portions of refuge mgmt. to a non-FWS entity

Delegating refuge programs to a non-federal entity by stripping federal staff of resources breaches policy

Laws for retention of every refuge in the System were enacted in 1976 opposing refuge co-management

Amendments to the NWRSA removed language allowing “other entities” to manage refuge programs

FWS needs to begin seeking qualified refuge staff according to the previously approved (2015) staffing plan

FWS should finalize new AFA policy guiding AFA with Tribes on NWRs before negotiating a new CSKT AFA

CSKT believes the NBR Restoration Act would be an effective way to: manage wildlife and other resources

## Issues

### Various Other Topics

Expansion of wildlife opportunities – acquisition of adjacent lands through cooperation

FWS should take into consideration all previous comments (over 15+ years) as part of the CCP process

Local folks feel ignored & don't want to comment more after 15+ years of FWS attempts to give NBR to CSKT

Lack of sufficient staff and institutional knowledge of previous planning efforts for this planning effort

Is the planning process to develop the CCP an opportunity for groups and individuals to sue the Service?

All units of Complex should be considered and addressed in a single CCP; separating them is unwarranted

Separating units in two CCPs adds unnecessary costs, complexity and inconvenience the public and staff

Considerably more tax payers dollars will be saved if a single CCP is prepared for the entire Complex

The planning area is managed as a complex and should be planned as a complex – prepare a single CCP

No major issues have been identified at this time warranting full blown EIS versus an EA for the NBR

The Service should allow the process of preparing an EA determine the need for an EIS

CCP effort must be carried out to fulfil requirements of NWR System Improvement Act and NEPA

Policy articulated in CCP manual recognizes the refuge manager as the leader of the CCP planning team

Additional funding and staffing to the Complex should be added immediately to allow CCP development

Per refuge planning policy the planning team should include, at the very least, the refuge manager, deputy refuge manager, wildlife biologist, visitor services specialists and administrative officer

It is questionable that Region 6 RO Leadership can be objective and/or capable of an unbiased evaluation

Under no circumstances should the CSKT be allowed involvement with the CCP as a cooperating agency

The CSKT should have the same status as other stakeholders, NGO's or the public making views known

The Service must retain sole and full decision making authority throughout entire CCP process

Facilitate STEP programs with Salish Kootenai College or University of Montana students in all positions

Did FWS extend the comment period as another push by CSKT to control the process as well as the NBR?

FWS needs to stop catering to CSKT because of their continued conflict of interest to take control of NBR

Any "behind the scenes maneuvering" in the planning process must stop if a quality CCP is to be produced

Urgent to contact media outlets to set the record straight so general public isn't hesitant to get involved

The general public is hesitant to get involved as long as the CSKT are controlling the planning effort

To state that in order to comply with NEPA an EIS and an EA will be produced is ludicrous and wasteful

FWS must comply with Admin. Procedures Act, analyze all comments received, release the information

Most local people want FWS to retain complete management control of NBR as the previous 80+

Support for restoring the lands of the NBR to federal trust ownership for the CSKT based on Treaty

NBR entirely within borders of Flathead Reservation - reserved by the CSKT in the 1855 Treaty of Hellgate

The CCP should be all about how to continue the management of NBR, not about who should do it

CCP should not be approached with blinders, but open to the best partners for the FWS to work with

NBR belongs to all citizens; shouldn't single out CSKT as "cooperating agency", but should include others

## Issues

### Various Other Topics

Providing adequate funding to continue NBR mission during CCP development and in the implementation

Use files/data from 1998 NBR CCP effort inclosing comments from staff, partners and neighbors

Don't discard insightful thoughts provided with much effort and time by many motivated citizens

CSKT should be the steward of NBR with federal government providing adequate funding

Complex staff funding levels/restrictions should be based on budgetary, not political concerns

NBR Complex project leader should organize public meetings with only support of regional office

No annual funding agreement with the CSKT should be a part of the CCP process

No special interest group should ever be given any portion of any public/federal land system

Many objections to CSKT involvement in NBR jobs as such forced employment violates fed. law

There is no need for CSKT involvement or management of federal taxpayer funds at the NBR

FWS is in violation of the 1997 NWR System Improvement Act due to a lack of a CCP for NBR

NBR federal workers, including CSKT members, have been left in limbo and turmoil due to AFAs

NBR staff should run the CCP process instead of FWS regional staff who are unfamiliar NBR

Secretary of Interior indicated he wanted refuge managers to have direct control over refuges

Why was the person hired to write and manage the Complex CCP was excluded from the process

Regional office personnel cost taxpayers thousands of dollars to fly from Denver for meetings

Suggesting a preferred alternative before CCP preplanning and/or planning violates Service policy

Alternatives stating FWS negotiating an AFA would be in direct conflict with CCP purposes

For this CCP FWS also needs to review comments submitted on the EA for the last proposed AFA

Recommend that CCP alternatives be left to the public to identify during the planning process

CCP process requires mandatory public involvement in compliance with mandates and policy

No personal information addresses should be disclosed unless it is in compliance with the FOIA

Why isn't the very skillful and knowledgeable planner located at NBR facilitating this CCP effort?

It's long overdue for the regional leadership to stop the vendetta toward the NBR and its staff

Strongly opposed to the transfer of the NBR to the CSKT or any other public lands to any tribe

If the NBR is being managed correctly and competently, why is FWS considering transfer to CSKT?

Absence of essential NBR staff and basic funding cannot support the demands of initiating a CCP

CCP should include purposes added in a 1921 Executive Order and in a 1958 Statute (exhibition pasture)

FWS should withdraw the unwarranted EIS feature from the NBR CCP and prepare an EA instead

Having CSKT sitting on the "Coordinating Team" would be an unacceptable conflict of interest

Support for alternative that returns to CSKT control of their traditional lands and cultural resources

CCP needs to provide explanation of what made FWS change the proposal to transfer NBR to CSKT

Explain why transferring NBR to CSKT would not equate privatizing public lands or transferring to states

The CSKT have a special relationship to the NBR that reflects their unique partner situation

## Issues

### Various Other Topics

CCP should evaluate economic impacts of various alternatives including savings due to NBR transfer (CSKT)

FWS must meaningfully engage with the CSKT in all phases of development of the EIS and CCP

FWS should honor its intent to invite the CSKT to participate in the CCP process as a cooperating agency

CCP is legally required to be a plan for refuge mgmt. of a unit of NWRS and not be a vehicle for abolition

Concerned about how CCP process is being carried out & whether it can result in a policy-based robust CCP

Engaging in 2 separate CCP/NEPA processes at once greatly increases workload and burden on Refuge staff

An EIS is a far more demanding and resource-intensive process than the usual process of preparing an EA

Running CCP/NEPA process from the RO cannot substitute for leadership and contributions at refuge level

Why was the NBR refuge manager sidelined in the CCP scoping meetings that have already taken place?

FWS is not following its own CCP manual, casting doubt on whether there will be a legitimate CCP process

Issuance of NOI should not have occurred without prior planning steps (e.g, assembling the planning team)

No indication that required preplanning has occurred to date, casting doubt on seriousness of CCP process

FWS has also already held two public scoping meetings that served little or no legitimate purpose

Scoping meetings were also poorly publicized and poorly attended; as if only to check off a required box

Plans for NBR management as a part of NWRS should be completed before considering any other AFA

Attempting to meld CCP process with an AFA process could significantly delay already long-overdue CCP

CCP process should be restarted according with the CCP manual, with adequate staffing and resources

Public and stakeholder involvement & input is a basic NEPA principle and should be embedded in CCP

Important that FWS comply with CCP policy dictating that the NBR project leader be the leader of the CCP

A quality staff of several different disciplines should be engaged to carry out the CCP planning process

NBR program is a field based program and decisions are always best when made at the field level

FWS should immediately replace refuge staff removed over recent years so planning process is credible

A proper pre-planning process requires 100s of hours of work to find and assemble all necessary data

Without a properly developed & run preplanning process it is impossible to develop an implementable CCP

Essential for FWS to identify & summarize options & issues that properly fall within sideboards & scope

FWS must take extra precautions to remain transparent and open to all stakeholders & the public at large

FWS must retain sole and full decision-making authority throughout the CCP process as required by law

NBR project leader should not just a bystander expected to implement a garbage in / garbage out plan

The FWS Region 6 Directorate should not be pre-selecting an alternative that will require an EIS for NBR

CSKT should comply with the NWRSAA delineations on co-management of Ninepipe NWR and Pablo NWR

FWS should not initiate negotiations on AFA, coop agreement or land transfer until the CCP is completed

Each CCP alternative must examine how management achieves refuge goals & upholds Congress mandates

Misleading to imply that most comments to Jan. 2017 opposed to the preferred alternative stated by FWS

## Summary of Comments Related to the Third Notice of Intent (May 18, 2017)

### Qualities and Opportunities

#### Wildlife

The plan will afford the opportunity to address the benefits of the existing “islands” in Ninepipe NWR

Opportunity to address the need for removal of predator friendly habitat features on WPAs

Flathead WPA & adjacent north shore lands support a high number and diversity of birds (229+ species)

Several species of special concern are found in the Ashley Creek drainage (shared by various WPAs)

Considering multiple habitat objectives may provide more migratory bird or other wildlife benefits

Consider future passage for native amphibians and reptiles where they occur: roads tend to be a barrier

Consider optimum size and configuration of each Complex parcel needed to meet wildlife needs/objectives

Maintaining large-sized snags and downed wood throughout Complex lands

Maintain healthy grassland and rangeland habitats for healthy grassland species populations

CCP should address specific bird populations & management coop efforts, including Trumpeter swans

Bird habitat conservation motivated designating Pablo & Ninepipe NWRs, this should be prominent in CCP

CSKT expects big game and all other wildlife species and predator management to be addressed in the CCP

### Qualities and Opportunities

#### Habitat

Time to address the need for removal of stock ponds in Lost Trail NWR

Opportunity to address in detail the grazing and farming management on waterfowl production areas

Opportunity to address in detail all restoration efforts needed in waterfowl production areas

WPAs have unique qualities worth preserving and maintaining for current and future generations

In 2009 Montana Audubon designated Flathead WPA & adjacent north shore lands as Important Bird Area

U of MT researchers describe Flathead Lake as one of the cleanest lakes in populated areas in the world

Flathead Lake WPA wetlands and vegetated riparian buffers help protect water quality in Flathead Lake

Complex lands are becoming increasingly vital to sustaining migratory and resident birds and wildlife

Complex lands sustain T&E plants and animals and healthy populations of game and nongame species

The quality of the Complex habitats are important for wildlife under development and agriculture pressure

Complex units are an integral and irreplaceable part of a larger mosaic of protected lands in western MT

Value of Complex lands will become increasingly important as development and climate pressures increase

Need greater habitat protection and improvement over time as Complex lands are critically important

Maintain and enhance Complex habitats to ensure wildlife movement and ecological processes function

### Qualities and Opportunities

The CCP affords the opportunity to address the need and maintenance of trails and associated structures

Flathead Lake WPA “beach” attracts hundreds of visitors. Is this an environmental education opportunity?

Lost Trail NWR is a great place to see native flora and fauna.

Great opportunities to attend excellent educational programs and field trips at Lost Trail NWR

Find creative management strategies allowing public to enjoy as well as conserve Complex values

Don’t underestimate value of Flathead Lake WPA in providing/maintaining iconic scenic beauty

Smith Lake WPA is a magnet for birds as well as bird watchers, fishermen, and other visitors

The units of Complex provide innumerable opportunities for field trips and outdoor recreation

Bring cross-section of the community out to Complex units to learn/appreciate/understand

Celebrate 10-year anniversaries with field trips and other outdoor recreational events

Encourage school programs emphasizing importance of local wildlife, hunting, and open space

Send out newsletters, use social media to share what it is you have

Complex lands have highly desired public recreational opportunities near population centers

Create strategically located self-guided trails, boardwalks, viewing towers, field trips, classes, etc.

Explore new wildlife watching and hunting opportunities that also allows for various other uses

CCP provides an opportunity to examine and plan for public uses and access considerations

Re: access by CSKT citizens, CSKT believe the existing MOA between FWS and CSKT works well

CCP should address all visitor services issues for Ninepipe & Pablo NWRs in NBR visitor center

### Qualities and Opportunities

Blasdel WPA: historic Blasdel Barn is very photogenic and highly cherished by local community

Widespread interest on Blasdel Barn for commercial filming and photography. Can this be an opportunity?

Breathtaking views offered to all by Flathead Lake WPA is important to the cultural identity of the area

The Blackfeet (Pikuni) people may have some history near Lost Trail NWR – find ways to display this

Explore & display CSKT and potentially Blackfeet history throughout the Complex (on & off the reservation)

Ninepipe & Pablo NWRs are each on lands that are beneficially-owned by CSKT, and held in trust by the US

Revisit FWS interaction with Tribal citizens, Reservation community re: indigenous culture, language, & land uses

FWS becomes a leader in how federal agencies approach partnerships with tribal governments in Indian country

Inventory, preservation, and management of cultural and historical resources in CCP are CSKT high priority

CSKT request that FWS consult with CSKT regarding issues consistent with Executive Order No. 13175

Address FWS to recruit federal staff with knowledge of local tribal culture, or train existing staff accordingly

Opportunity to revisit FWS’ approaching TEK regarding Ninepipe, Pablo, Lost Trail NWR & NW MT WMD



**Qualities and Opportunities**

Partner with local, state, and tribal agencies, conservation organizations, and others to identify needs

Work with partners to help identify strategies and solutions that increase government resources efficiency

Creatively use local skills and resources to improve management within context of surrounding landscapes

Management solutions require engaging/partnering with adjacent agricultural producers and neighbors

Partner with neighbors to address wildlife viewing, access, invasive species, and law enforcement issues

Partner with River to Lake group to protect ecologically significant areas near and provide buffers to WPAs

Work with MTFWP to complement management and goals of the North Shore WMA and Flathead L. WPA

Partner with River to Lake in protecting Blasdel WPA and properties surrounding it as wildlife corridor

Partner with River to Lake to restore riparian habitat and improve water quality, fish and wildlife habitat

Maintain and increase habitat conservation partnerships with River to Lake throughout the Flathead Valley

Consider the place that individual and collective CCPs have in the context of other conservation programs

Consider the specific values/contributions that Complex units add to local/regional/international efforts

Work cooperatively with neighbors, land trusts, and agencies to preserve/enhance farmlands and soils

Share, coordinate, and develop complementary plans to cut costs and efficiently address weed control

Work cooperatively with adjoining landowners to extend the FWS area of influence over a larger landscape

Seek partners and creative fund-raising to incorporate into the Complex or protect additional parcels

Work with neighbors to establish/re-establish a more historical and sensible fire regime

Partner with volunteers and with local fire agencies to help reduce adverse impacts of fires

Design an outreach program to increase local support for the lands, volunteer base, & improvement ideas

Partners and foundations are often willing to fund these various kinds of projects on public lands

CCP should acknowledge history & future Tribal cooperation with FWS in Ninepipe & Pablo NWRs



### Qualities and Opportunities

Ongoing research on ospreys regarding water quality issues (mercury) on reservoir fish (specially Ninepipe)  
 Public benefits of these units are significant and require commensurate level of management and research  
 Monitoring helps ensure management is responding appropriately to resources stressors and challenges  
 Conduct research and monitoring collaboratively to collect needed information to protect landscape value  
 Use American Bird Conservancy surveys that validate and record Flathead Lake and Smith Lake WPA values  
 Propose in the CCPs to manage with climate change in mind so that there is a degree of flexibility  
 A cross-section of the community could visit units of the Complex to develop/implement useful projects  
 Develop educational and research programs unique to each area designed for next generation employees  
 Create/publicize rules that restrict wildlife collection for recreational or scientific study  
 Closely monitor and when indicated, decrease cattle-grazing to benefit wildlife habitats  
 CSKT recommend CCP address surveying & monitoring of nongame birds, as well as amphibians & reptiles  
 CCP should address contingencies for aquatic invasive species whose profile was recently elevated in MT  
 Address any projected wildlife, habitat, animal health, or genetics activities or needs in the CCP  
 Address projected, likely, or potential impacts of climate change on habitat, species, water, forage and fire

### Qualities and Opportunities

Time to address DNRC state leases (school trust lands) and land exchanges with Lost Trail NWR  
 Opportunity to figure out and clarify what water rights the Service has in units of the Complex  
 Opportunity to develop a brand new prescribed fire plan for the waterfowl production areas  
 Revisit staffing priorities and structures to ensure that Lost Trail NWR and the WPAs achieve their missions  
 Staff positions in all units of the Complex should be increased to ensure widespread compatible public uses  
 Current staff levels are far from sufficient to meet the needs and pressures placed on the Complex units  
 Each CCP needs to identify needs, locations, and opportunities to expand its boundaries/protect lands  
 Increase staffing to closer to historical levels so that the CCPs can be properly implemented  
 Ensure that all infrastructure, wildlife/plant/natural barriers, and traffic speeds are wildlife friendly  
 Ensure all Complex structures are screened or capped to prevent entrapment of cavity seeking wildlife  
 CCP process can address in depth the history before, during & after establishing Ninepipe & Pablo NWRs  
 CSKT has valid existing rights Tribal uses recognized by Congress within Ninepipe NWR and Pablo NWR  
 Reservoir conditions & water management issues are all components that should be addressed in the CCP  
 Address facilities maintenance expectations, needs, budget & costs for facilities, including fences and trails  
 Address FWS expectations or outlook for LE responsibilities & jurisdictional impacts and cross-deputization  
 Address the existing vacant positions, as well as expected, desired and potential positions looking forward  
 Address FWS plans, expectations, budget & cost outlooks for fire control and management, prescribed fire

**Qualities and Opportunities**

Develop comprehensive plans for each unit taking into account regional landscape and conservation needs

Goals should consider Complex units within larger landscapes, stressors, and area conservation programs

Assess how Complex units complement and strengthen local, regional, and transboundary conserv. efforts

Importance and public benefits that Complex provides have increased as Flathead Valley grows/develops

WPAs in Flathead Valley truly deserve thoughtful consideration to ensure endurance of benefits provided

Manage in Complex lands in context with local, regional, and international conservation efforts

CCPs should consider the land context and value to wildlife as well as their value to buffer development

If applicable, establish a means to ensure each property has sufficient water rights in perpetuity

Whenever possible, control, minimize, or decrease light pollution throughout the Complex's habitats

To the extent possible reduce noise pollution or use vegetation or other means throughout Complex lands

NRCS is always available to assist FWS on WRP Program objectives, or specific easement goals & objectives

CCP would assist in helping public understanding of FWS' newly-designated Western MT NWR Complex

FWS leads how federal agencies approach federal trust responsibility towards tribes within NWR mgmt.

CSKT encourage FWS to examine Canadian Wildlife Service's Impact and Benefit Agreements on NWAs

CSKT believe CCP presents opportunity for FWS to encourage field-level implementation of FWS' TEK

**Issues**

Mercury levels in refuges fish (especially Ninepipe reservoir) also affecting raptors (osprey)

Complex staff don't manage the fisheries resources on the reservoirs in Ninepipe and Pablo NWRs

Lost Trail NWR is home to various Federally and state listed species, which require special management

Lost Trail NWR: issues with nonnative fish species on streams and nonnative plant species in wet meadows

Issues with hunting of non-approved species (bears, coyotes, ground squirrels, etc.) in Lost Trail NWR

There are issues with wolf management in Lost Trail NWR

Blasdel WPA: is surrounded by urban development, has non-native habitat with little native wildlife value

Is the increasing and spreading urban encroachment around Flathead Lake WPA affecting the wildlife?

Consider what the best or multiple values (e.g., breeding, rearing, migratory) that Complex lands have

A diversity of habitat or management objectives over Complex units should be evaluated with public input

Invasive species should be dealt with best management practices to avoid impacts to native plants/animals

FWS exists to offer up animal bodies for murder and killing; I want humane treatment of all animals

We need much more consideration of what the handling of the bison will be at NBR

Other wildlife needs to be protected too on our national lands, such as wild horses

The CCP should address CSKT's management of the fisheries resources in Ninepipe NWR and Pablo NWR

## Issues

### Habitat

Enormous issues and problems with invasive plant species variety, distribution, acreage, and dissemination

CSKT and the Complex have very different habitat management priorities in Pablo and Ninepipe NWRs

CSKT and Complex habitat and reservoir management priorities is not conducive to migratory bird mgmt.

There are significant cattle trespass issues on Pablo NWR and insufficient communications

Refuges reservoirs help spread invasive species via thousands of miles of irrigation system carrying seeds

Elk populations are heavily impacting Lost Trail NWR aspen habitats

Lost Trail NWR staff are in need of a Spalding's catchfly recovery plan to help guide habitat management

Grazing by free ranging cattle upstream from Lost Trail NWR causing siltation problems on refuge habitats

There are timber encroachment issues on Lost Trail NWR habitats

Weyerhaeuser has requested Lost Trail NWR to change easement language to be able to sell its properties

Flathead WPA is IBA listed; many weed issues and funding has been inadequate to address invasive species

There are increasing issues with development encroachment around Smith Lake WPA

This is national public land, not local land for profiteers or federal and state employees to maul

We need land to preserve and protect wildlife and birds; that should be the aim of this plan

There should be no burning, no chemical applications, no new roads built, and no logging allowed

Grazing violations in Ninepipe NWR and Pablo NWR have contributed to invasive weed infestations

There are impacts to Ninepipe NWR and Pablo NWR habitats from unauthorized farming practices

Lack of funding and staffing have prevented NBR Complex from complying with its Integrated Pest Mgmt.

Complex needs to fully comply with State/County weed control laws governing landowner responsibility

Consider the separate and cumulative impacts that invasive species, climate change and urbanization have

Cattle profiteers should be taken out from our public lands, and they should buy or lease their own land

Grazing violations in Ninepipe NWR and Pablo NWR contribute to widespread invasive weed infestations

Unauthorized farming practices have degraded wildlife habitats within designated refuge boundaries

## Issues

Ninepipe and Pablo NWRs are currently closed, to the general public, to trapping and hunting

Safety and legal issues need to be addressed due to road hunting adjacent to Lost Trail NWR

Waterfowl hunting on Lost Trail NWR: redraw hunting boundaries? Insufficient staff and waterfowl studies

Due to level of visitation, Smith Lake WPA is in need of additional parking and a boat launch

Smith Lake WPA has off-road vehicle trespass, vandalism, fires, and parking lot parties issues

Trapping issues on the NW MT Wetland Management Districts waterfowl production areas

Issues with availability and maintenance of trails and associated structures on waterfowl production areas

Hundreds of trespass instances every year on Flathead Lake WPA from people wanting to use the beach

Almost impossible to post boundary signs in parts of Flathead Lake WPA because of lake level variations

There should be no hunting or trapping to cause misery and torture to wildlife. Protect and preserve them.

Calling the murder of wildlife and birds "wildlife dependent recreation" is a disgusting and deplorable scam

Killing and trapping wildlife is brutality and insanity

Recreation in and near WPAs pose increasing challenges requiring increased education and interpretation

Fix up dilapidated walking path, outhouse, and weed and bee-infested recreation area at Ninepipe NWR

Ninepipe and Pablo NWRs are sorely underused for environmental education

Trails: Need to be inspected, upgraded and replaced as needed for safety, staff needs, and public access

Joint wildlife viewing trail for Ninepipe NWR (Tribe, State and FWS) needs replacement & weed control

## Issues

Lost Trail NWR staff is having issues with the maintenance of historic buildings on the refuge

Lost Trail NWR staff need to find ways to secure currently unprotected pictographs and address access

Blasel WPA: historic Blasdel Barn is in a state of disrepair and there are many trespass issues with it

Blasel WPA: historic Blasdel Barn is a liability issue – what to do with it? Keep it? Divest area? Restore it?

Blasel WPA: historic Blasdel Barn would cost nearly \$1 million to restore it solely for preservation purposes

Blasel WPA: serious law enforcement issues with trespassing and arson fire danger

**Issues**

Lack of sufficient communications between CSKT and the Complex on reservoir management and farming  
Insufficient communications between CSKT and the Complex on leases for grazing and farming on refuges  
Complex personnel unable to establish effective communications with different tribal departments  
The Complex needs to find effective ways to improve community outreach and involvement  
It appears that the public has some confusion about the management of Smith Lake WPA  
Recreation in and near WPAs pose increasing challenges requiring increased management, outreach, & LE  
Public outreach is a paramount need for the Complex to ensure success and long-term programs  
Most of the public has no idea who manages the Flathead County WPAs and who to contact  
Lack of info re: the units involved in this CCP proposal precluded detailed ideas, comments or suggestions

**Issues**

Address changing weather patterns, including extended summer droughts and increased temperatures  
Need to address the value that Complex units provide for wildlife, water/groundwater quality & quantity  
Overall goals and objectives should be based on science and wildlife needs, rather than current budgets  
Control first the invasive species that have the greatest impact on native species and habitats  
Identify extent, distribution, and impacts of invasive species to habitats/wildlife and management strategy  
Each CCP should have a solid integrated noxious weed plan (and include funding), including partnerships  
Ensure proper staffing to allow professional oversight and coordination with scientific studies  
Lack of funding/staffing prevented Complex from complying with its integrated pest management program

## Issues

Complex staffers are unclear on their management authority on Ninepipe and Pablo NWRs

Inability to enforce wildlife and other conservation-related laws on Ninepipe and Pablo NWRs

Lost Trail NWR has great need for maintenance staffing and fencing crew

There are many leased-land cattle trespass cases in Lost Trail NWR due to unmaintained fence

Lost Trail NWR has great need of a habitat management plan, a fire plan, and fire funding

Lost Trail NWR staff has great need of a report detailing the refuge's water rights

Some members of the public have made requests for grazing on Lost Trail NWR lands

Realignment calls for no staff at Lost Trail NWR; so no full-time officer to address trespass issues

Issues of water rights on WPAs: some un-adjudicated or no water rights owned at all

Lack of uniformity of prescribed fire management: varies among WPAs and refuges

Uncertain status and need for repair and maintenance of fences and water control structures

Difficulties with the manipulation of water levels on WPAs

Issues in Batavia WPA: unmaintained dikes, flooding neighbors: highway department mitigation

Weyerhaeuser logging activities and transportation causing access issues at Smith Lake WPA

Lost Trail NWR staff has issues with ability to enforce laws on Smith Lake WPA

Enormous difficulties enforcing closure of parts of Flathead Lake WPA – MT was sued trying it

Complex staff doesn't have the personnel or means to patrol Flathead Lake WPA appropriately

There are intrusion issues on Pablo NWR related to the CSKT-operated Race Track on site

FWS is far too stupid for giving away our national land to cheap leasing to plunderers and profiteers

Violations of easement conditions and an intrusion into the Pablo NWR by a CSKT operated Race Track

Ninepipe and Pablo NWRs should only be used by CSKT for purposes compatible with the refuge purposes

Congress reiterated CSKT rights to Ninepipe & Pablo NWR lands for purposes not inconsistent with easements

MOU between FWS, CSKT and BIA recognized farming program within NWRs as consistent with NWR purposes

As part of US legislation, CSKT retains congressionally-recognized reserved rights in Ninepipe and Pablo NWRs

## Issues

Uncertainty of the compliance status of the conservation easements due to insufficient inspections

Differences in land use regulations among refuge neighbors and partners (Tribes and County governments)

Why is Swan River NWR not in Complex even though it is in same watershed and mentioned in realignment

There are various and diverse encroaching issues bearing on Pablo NWR, Ninepipe NWR, and the WPAs

Complex staffers don't fully understand the issues between the tribal and county water rights: compact

Safety (poor visibility due to dust) and road condition issues adjacent to Lost Trail NWR from logging trucks

Might CSKT want to include ancestral lands (e.g., Lost Trail NWR) on future Annual Funding Agreements?

Want that on national public lands, owned by Americans, you to stop acting so notoriously ugly to wildlife

If what you are planning is wildlife and bird murder, let the public know what you are really about

Public lands belong to the American public and they need honesty. Don't use obfuscating language

Lack of information regarding units involved in the CCP precludes detailed ideas, comments or suggestions.

Had FWS followed usual preplanning steps more would have had opportunity to respond more fully

Continuing and troubling compatibility issues at Ninepipe NWR and Pablo NWR involving the CSKT

Previous AFA negotiations have precluded the Complex from addressing issues identified in late 1990s

All units of Complex should be considered and addressed in a single CCP; separating them is unwarranted

Separating units in two CCPs adds unnecessary costs, complexity and inconvenience the public and staff

Prepare all overdue CCPs within Region 6 before revisiting the Lost Trail NWR CCP, which is not due yet

Considerably more tax payers dollars will be saved if a single CCP is prepared for the entire Complex

The planning area is managed as a complex and should be planned as a complex – prepare a single CCP

WRP easements adjoining Complex lands and their provisions should be points of focus in planning process

Incorporate WRP mission and management objectives into the CCPs planning process and objectives

Avoid incorporating management scenarios into CCPs that conflict with WRP Program statutes/easements

We are sick & tired that FWS seems to hire & put in charge only wildlife murderers, beginning with D. Ash

Want investigation on FWS hiring practices; Is there a requirement to murder wildlife in employment app?

Had FWS completed preplanning steps there would have been opportunity to respond fully during scoping

Lack of opportunity for preplanning prevents certainty of possible compatibility issues on all Complex units

FWS should include history and legal status of the Ninepipe and Pablo NWRs in the CCPs to educate public

Public may be unaware of CSKTs' ownership of the lands upon which Ninepipe & Pablo NWRs are located

CSKT had a role in originally requesting Ninepipe and Pablo be federally-designated as conservation areas

CSKT granted a perpetual easement to US for use of the Ninepipe & Pablo properties for refuge purposes

It is in both CSKT's and FWS' best interest in educating people about NWRs historical and legal landscape

CSKT asks cooperative efforts with CSKT to be addressed in the EA under all the CCP/EA alternatives





**Benton Lake NWR Evaluation of Ecosystem Restoration  
and CCP Alternatives Workshop**

**Agenda**

---

**MEETING PURPOSE**

- Review goal statements and finalize as a group
  - Review preliminary findings by wetland consultants; discuss the big ideas and consider how to integrate into the alternatives
  - Consider whether the big ideas can be applied at a larger scale (complex-wide)
  - Review and discuss current management within the Complex
  - Formulate a viable range of alternative management concepts (themes) that address Benton Lake NWR Complex as a whole
  - Make progress on filling out alternatives chart/Complex-wide statements for the (two or three) action alternatives
- 

**Tuesday, April 28<sup>th</sup>**

Location      **Benton Lake National Wildlife Refuge Headquarters**  
                    **922 Bootlegger Trail**  
                    **Great Falls, MT 59404**

8:00 am        **Welcome – Kathy/Vanessa**

- Introductions
- Brief history of this project

8:15 am        **Hydrogeomorphic (HGM) Analysis of Benton Lake NWR –Mickey/Leigh**

- Presentation of Study, Process, and Conclusions

12:00 pm      **Lunch** (*at refuge, please bring a sack lunch*)

1:00 pm        **Discussion of HGM Report –All**

- Questions and Answer Session

2:30 pm        **Water Model for Benton Lake NWR –David Nimick/All**

3:30 pm        **Wrap up –All**

- Assignments
- Next steps

5:00 pm        **ADJOURN**

*Everyone is invited to a potluck dinner after the meeting. Location to be determined. BYOB!*

## Wednesday, April 29<sup>th</sup>

- Location      **Mountain West Bank**  
**123<sup>rd</sup> Street, NW**  
**Great Falls, MT 59404**
- 8:00 am      **Welcome – Tom/Toni**
- Meeting Purpose, Desired Products, Agenda
  - CCP details, schedule, etc.
- 8:15 am      **Hydrogeomorphic (HGM) Analysis of Benton Lake NWR –Mickey/Leigh**
- Presentation of Study, Process, and Conclusions
- 9:30 am      **Break**
- 9:45 am      **Hydrogeomorphic (HGM) Analysis of Benton Lake NWR –Mickey/Leigh**
- Recap on events and discussions of previous day
- 10:45am      **Break**
- 11:00am      **Discussion – Mickey/Leigh**
- What are the big ideas from the Benton Lake NWR management options discussion?
  - How can these ideas be translated into management alternatives concepts for the refuge?
  - Do these concepts apply at a larger scale (complex-wide)?
- 12:00 pm      **Lunch** (*We will order in from Quiznos; please bring cash if you'd like to partake*)
- 1:00 pm      **Finalizing Goals Statements –Emily**
- Goals Recap: purpose of goals, how they are used in CCP
  - Review goal statements and finalize as a group
- 1:30pm      **Introduction to Alternatives – Tom**
- Presentation: Introduction to Alternatives, how they are used in CCP
  - Present Format of Chart. Review and Discuss Categories and Topic Areas. Are there any important topics missing?
- 2:00pm      **Break**
- 2:15 pm      **Current Management – The No Action Alternative** (*Breaks as needed*)
- Review and discuss management complex-wide for important topics under these categories (remainder of Day 1):
    - Habitat
    - Wildlife
    - Landscape Conservation
    - Cultural Resources
    - Visitor Services
    - Administration
    - Visitor Safety and Resource Protection
- 5:00 pm      **Adjourn for the Day**

## Thursday, April 30<sup>th</sup>

Location      **Mountain West Bank**  
**123<sup>rd</sup> Street, NW**  
**Great Falls, MT 59404**

8:00 am      **Alternative Concepts (Themes) – Tom/Emily**

- Review alternative concept examples from other refuge units
- Review Individual Draft Alternative Concepts for Complex (your homework assignment). Discuss main ideas for alternative concepts; common themes
- Develop draft concept statements for the action alternatives

9:45 am      **Break**

- During the break, meeting organizers will revise the statements based on input

10:00 am      **Revise/Refine Draft Alternative Concepts**

- Discuss the draft concepts.
- What is the “big idea” for habitat/wildlife management and public use for each concept?
- Describe the differences between each alternative. Are they distinct?
- Do the draft concepts represent a viable range?
- Verify and/or modify the alternative concepts as needed

11:00 AM      **Begin filling out the Alternatives Chart.**

- As a group, work through two topics (e.g. native Grasslands and disturbed grasslands)

12:00 PM      **Lunch** (*We will order in from McKenzie River Pizza; please bring cash if you'd like to partake*)

1:00 PM      **Small Groups – Continue filling out Alternatives Chart**

- Break into small groups and begin filling out alternatives chart for the following Categories: 1) habitat, 2) wildlife, 3) landscape conservation. (*The remaining categories—cultural resources, visitor services, administration, visitor and employee safety and resource protection will be completed at a later date*)
- Under each alternative, work through assigned topics.
- Fill in the broad Complex-wide management approach to these topics under each alternative.
- If time permits, discuss management actions by unit (*Note: These are general statements– not objectives or strategies; these will likely be the subject of a second workshop*)

2:30 PM      **Break**

2:45 PM      **Small Group Presentations**

- One representative from each small group will report back to the whole group.
- Review progress made on alternatives chart (focus on broad approach for each topic)
- Brief question/comment period for each presentation
- Do the alternatives represent a viable range? Are there clear differences between them? Are we missing any topics that should be added to the chart?

- 4:45 pm      **Next Steps**
- How will the Alternatives be further fleshed out? (options include: second workshop, series of conference calls)
  - Outline next steps in the planning process.

5:00 pm      **Adjourn. THANK YOU!**

**Thursday April 30th – Concurrent Meeting at Lee Metcalf NWR**

*Mickey, Leigh, Mike, and Lee Metcalf staff*

Location      **Lee Metcalf NWR Headquarters**

8:00 am      **Review HGM data gathered to date for the Lee Metcalf project**

12:00 pm      **Lunch** (*Eat at refuge - we will order in food, please bring cash if you'd like partake*)

1:00 pm      **Review HGM data gathered to date for the Lee Metcalf project, con't**

5:00 pm      **Adjourn**



### Alternative Development

#### LONG LAKE NWR and WMD (biological approach)

##### **Alternative A—Current Management (No Action):**

Under this alternative, management activities being conducted by the U.S. Fish and Wildlife Service would remain unchanged. They would not develop any new management, restoration, or education programs within the complex. Current habitat and wildlife practices benefiting migratory species and other wildlife would not be expanded or changed. The staff would perform limited, issue-driven research and only monitor long-term vegetation change. No new funding or staffing levels would occur and programs would follow the same direction, emphasis, and intensity as they do at present. The staff would continue to manage the district through monitoring and enforcing easements.

##### **Alternative B— Natural Processes Management**

This alternative seeks to return to a more natural hydrology by removing water control structures. It also would *return all upland habitats to native vegetation and restrict public uses and associated infrastructure (e.g., trails, roads, signs) to “primitive levels.”* Alternative B seeks to protect and/or restore additional native habitats. It would also develop partnerships and encourage research that provides the necessary knowledge and data to guide habitat management decisions and activities.

##### **Alternative C— Single Wildlife Group-level Intensive Management**

Alternative C would maintain existing water control structures and develop new ones. It would target habitat development to specific resource needs and protect and/or restore additional wildlife habitats. *Alternative C would maximize the expansion and development of public use programs and facilities, stock gamefish in feasible locations, and develop partnerships.* Finally, it would encourage research that provides the necessary knowledge and data to guide habitat management decisions and activities.

##### **Alternative D— Target Species Group-level Modified Management (Proposed Action)**

Alternative D would expand the scope and level of efforts of current habitat management by incorporating adaptive resource management. *It would improve and develop public-use facilities to maximize existing and potential public use opportunities to the extent that they are compatible with wildlife objectives.* This alternative would develop partnerships and encourage research that provides the necessary knowledge and data to guide habitat management decisions and activities. Finally, it would aim to protect and/or restore additional wildlife habitats.

#### GOLDEN GATE NATIONAL RECREATION AREA GENERAL MANAGEMENT PLAN

##### **Alternative A- Current Management (No Action):**

**Concept:** Continue management as defined in current GMP. The park would continue to manage a large expanse of land in Marin County as preserve natural landscape, with scattered concentrations of developed facilities to provide visitors with multiple opportunities for recreation: miles of trails, preserved historic military fortification, and scenic and historic landscapes. Park lands in San Francisco would continue to be major attractions to tourists and central to the quality of life for local citizens. City dwellers could recreate, rejuvenate and learn about the natural and cultural history of the region. Management would continue to focus on preserving natural, cultural and scenic resources, while providing for a variety of recreational uses in the varied settings along the San

Francisco Bay and Pacific coast. Park lands in San Mateo County serve a large and diverse local population and present many opportunities for visitors to explore and appreciate these park lands. In Muir Woods, the park staff would continue to balance preservation of the redwood ecosystem with providing access to thousands of visitors annually. Key park objectives include fostering a conservation ethic among visitors, preserving and restoring habitat for T/E species, supporting public transportation as a way to reduce congestion and promoting a watershed perspective in land management.

### **Alternative B: Connecting People with the Parks.**

#### **Concept**

The emphasis of this alternative is to reach out and engage the community and other visitors in the enjoyment, understanding, and stewardship of the park's resources and values. Park management would focus on ways to attract and welcome people, connect people with the resources, and promote enjoyment, understanding, preservation, and health—all as ways to reinvigorate the human spirit. Visitor opportunities would be relevant to diverse populations now and in the future.

### **Alternative C- Preserving and Enjoying Coastal Ecosystems**

#### **Concept**

The emphasis of this alternative is to preserve, enhance, and promote dynamic and interconnected coastal ecosystems in which marine resources are valued and prominently featured. Recreational and educational opportunities would allow visitors to learn about and enjoy the ocean and bay environments, and gain a better understanding of the region's international significance and history. Facilities and other built infrastructure could be removed to reconnect fragmented habitats and to achieve other ecosystem goals.

### **Alternative D- Focusing on National Treasures**

#### **Concept**

The emphasis of this alternative is to focus on, or showcase, the park's nationally important natural and cultural resources. The fundamental resources of each showcased site would be managed at the highest level of preservation to protect the resources in perpetuity and to promote appreciation, understanding, and enjoyment of those resources. Visitors would have the opportunity to explore the wide variety of experiences that are associated with many different types of national parks—all in Golden Gate National Recreation Area and Muir Woods National Monument. All other resources would be managed to complement the nationally significant resources and associated visitor experiences.

## **BENTON LAKE NWR COMPLEX**

### **Alternative A—Current Management (No Action):**

This alternative provides the baseline against which to compare the other alternatives. It also fulfills the requirement in NEPA that a no-action alternative be addressed in the analysis process. Management activity being conducted by the Service would remain the same. The Service would not develop any new management, restoration, or education programs at the refuge complex. Current habitat and wildlife practices that help migratory species and other wildlife would not be expanded or changed. Habitat management within the ref 44 Draft CCP and EA, Benton Lake National Wildlife Refuge Complex, Montana uge complex would continue to focus, primarily, on helping migratory birds, especially during breeding. Other species would be considered through land protection programs and partnerships (for example, grizzly bear and bull trout). Staff would continue monitoring, inventory, and research activities at their current level. Money and staff levels would remain the same with little change in overall trends. Programs would follow the same direction, emphasis, and intensity as they do now.

## **Alternative B Mimic Natural Processes -- Managing the System for a Predictable Response**

Management efforts would focus on supporting the resiliency and sustainability of native grasslands, forests, shrublands, and unaltered wetlands throughout the refuge complex by emulating natural processes. Prescribed fire, grazing, and other management techniques would be used to replicate historical disturbance factors. Where feasible, restoration of native uplands would occur. For altered wetlands where water management capability exists, management efforts would focus on minimizing the effects of drought periods of the northern Great Plains and Rocky Mountains. Management would be active and intensive to keep these wetland conditions in a consistent state for wildlife using artificial flooding and drawdowns. Management would be active and intensive to support consistency for wildlife using tools such as artificial flooding, drawdowns, fire, rest, and grazing. Changes in the refuge complex's research and monitoring, staff, operations, and infrastructure would likely be required to achieve this alternative's goals and objectives. The success of these efforts and programs would depend on added staff, research, and monitoring programs, operations money, infrastructure, and new and expanded partnerships. Please refer to chapter 7 for more details on the Benton Lake Refuge alternatives (B1,B2) linked to this alternative.

## **Alternative C: Self-sustaining Systems: Priming the System for Self-sustainability**

Emphasis would be placed on achieving self-sustaining systems with long-term productivity. Management efforts would focus on supporting and restoring ecological processes, including natural communities and the dynamics of the ecosystems of the northern Great Plains and northern Rocky Mountains in relationship to their geomorphic landscape positioning. Conservation of native landscapes would be a high priority accomplished by protecting habitats from conversion using a combination of partnerships, easements and fee-title lands, and through active management and proactive enforcement of easements. Management actions, such as prescribed fire, grazing, and invasive species control, would be used to support the resiliency and sustainability of Service-owned lands throughout the refuge complex. Whenever possible, habitat conditions would be allowed to fluctuate with climatically driven wet and dry cycles, which are essential for long-term productivity. The success of these efforts and programs would depend on added staff, research, and monitoring programs, operations money, infrastructure, and new and expanded partnerships.

## **ROCKY MOUNTAIN ARSENAL NWR**

### **Alternative A—Current Management (No Action)**

This alternative provides the baseline against which the other alternatives are compared. It also fulfills the NEPA requirement that a no-action alternative be addressed in an EIS. We would not develop any new management, restoration, or education programs. Current habitat and wildlife practices would not be expanded or changed except as allowed by existing approved plans. Funding and staff levels would remain the same with little change in overall trends. Programs would follow the same direction, emphasis, and intensity as they do now.

### **Alternative B—Traditional Refuge**

This alternative focuses on providing traditional refuge visitor uses and conveying the importance of conservation, wildlife protection, and the National Wildlife Refuge System. Access to the refuge remains more restricted than the other alternatives and wildlife-dependent recreation, as well as, community outreach are minimally expanded.

### **Alternative C: Urban Refuge**

The emphasis of this alternative is to increase the visibility of the refuge within the Denver metropolitan region and to welcome many more non-traditional refuge visitors to the RMA NWR. Through expanded visitor services programs and “Big 6” wildlife-dependent recreation, the introduction of other appropriate uses, an abundance of instructional programming, and widespread outreach, the Service endeavors to connect more people with nature and wildlife. The refuge is made far more accessible to neighboring communities with the opening of additional access points and the development of enhanced transportation systems.

### **Alternative D: GATEWAY Refuge**

Under this alternative the Service engages with conservation groups and commercial ventures (e.g., concessionaires, outfitters) to substantially increase programming and visitor uses on the refuge. The RMA NWR is connected physically and thematically with public lands throughout the state and the nation’s refuge system. Through expanded partnerships, commercial activity, and more interpreted cultural resources on the refuge, the Service appeals to the broadest range of visitors including nature enthusiasts, wildlife-dependent recreationalists, and history buffs. Like Alt C, the refuge is made more accessible to neighboring communities with the opening of additional access points and an enhanced transportation system.



The background features a light blue gradient with a large, faint, light blue circle centered on the right side. A horizontal line, composed of a thin white line and a slightly thicker light blue line, crosses the circle. The text is positioned to the left of the circle, centered vertically relative to the horizontal line.

# **Alternatives Development Workshop**



# Why

Why do we need to develop alternatives to how we are doing things?

# Why Develop Alternatives?

It is the next step in the ongoing conservation planning process

Alternatives are the “heart” of the planning and NEPA process

Development of alternatives is a process that:

- simultaneously requires and allows refuge staffs the opportunity to stop simply “spinning the wheels” to be able “think outside the box”
- allows teams of professionals the opportunity to engage in a meaningful process that often results in innovative and productive approaches to accomplish a vision and goals
- lets refuge staffs assess whether the field station’s ongoing management scheme is working to achieve the purposes for which it was created

# Why Develop Alternatives?

A comprehensive planning process enables the planning team to explore every possible way in which the purposes and goals of the station may still be attained even during periods of limited personnel and tight budgets

The final plan (the “preferred alternative”) will set the direction and guide every aspect of the refuge’s management for the next 15 years

A comprehensive plan must take into account likely future challenges and scenarios and develop alternative ways to cope with these challenges will allow the station to fulfill its vision and goals

Objectives, Strategies, Rationales and Monitoring Programs can not be developed without developing first and analyzing alternative ways to manage the refuge

The Service’s Planning Policy, in accordance with the spirit and guidelines of the National Environmental Policy Act, requires that teams preparing CCPs develop a range of reasonable alternatives



# What

What are Alternatives?

# What are Alternatives?

Alternatives represent approaches to management that we could reasonably undertake to achieve the station's purposes, vision, and goals, help fulfill the mission of the NWR System and resolve internal and public issues

Alternatives provide a basis for choice, to compare impacts, and make better decisions, as well as different ways to:

1. Achieve the purposes of the units of the complex
2. Meet the vision and goals for the units of the complex
3. Contribute to the mission of the National Wildlife Refuge System
4. Resolve internal and public issues

# What is a Range of Alternatives?

A “Range of Alternatives” are all the alternatives discussed in environmental documents. It includes all “Reasonable Alternatives”, which must be rigorously explored and objectively evaluated, as well as those other alternatives, which are eliminated from detailed study with a brief discussion of the reasons for eliminating them.

“Reasonable alternatives” include those that are practical or feasible from the technical and economic standpoint and using common sense, rather than simply desirable from the standpoint of the planning team.

How many alternatives to develop or what constitutes a “reasonable range of alternatives” depends on the nature of the proposal and the facts in each case.

All alternatives must receive equal “consideration” and “analysis”

The “agency’s” preferred alternative is the alternative which the agency believes would best fulfill its statutory mission and responsibilities, giving consideration to economic, environmental, technical and other factors.



# How

How is a Range of Alternatives Developed?



# Developing a Range of Alternatives

	<p>Alternative A (No Action)</p> <p>Under this alternative, management activity being conducted by the Service would not develop any new management, restoration, or educational programs at the station. Current habitat and wildlife practices benefiting migratory species and other wildlife would not be expanded or changed. The staff would perform limited, issue-driven research and only monitor long term veg. changes. No new staff or funding would occur and programs would follow same direction, emphasis and intensity as they do at present. Staff would continue to manage the WMD through monitoring and enforcing easements</p>	<p>Alternative B Natural Processes Management</p> <p>This alternative would seek to return to a more natural hydrology by removing water control structures. It would return all upland habitats to native vegetation and restrict public uses and associated infrastructure (e.g., trails, roads, signs) to “primitive types”. This alternative seeks to protect and/or restore additional native habitats. It would also develop partnerships and encourage research that provides the necessary knowledge and data to guide habitat management decisions and activities.</p>	<p>Alternative C Intensified Production Management</p> <p>Under this alternative existing water control structures would be maintained and new ones developed. It would target habitat development to specific resource needs and protect and/or restore additional wildlife habitats. This alternative would seek to maximize the expansion and development of public use programs and facilities, stock game fish in feasible locations, and develop partnerships. Finally, it would encourage research that provides the necessary knowledge and data to guide habitat management decisions and activities</p>	<p>Alternative D  Modified Management</p> <p>This alternative would expand the scope and level of efforts of current management of habitats by incorporating adaptive resource management. It would improve and develop public use facilities to maximize existing and potential public use opportunities</p> <p>This alternative would develop partnerships and encourage research that provides the necessary knowledge and data to guide habitat management decisions and activities. Finally, it would aim to protect and/or restore additional wildlife habitats.</p>
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

# Developing a Range of Alternatives

Areas and Issues of Concern	Alternative A (No Action)	Alternative B	Alternative C	Alternative D
<b>Wildlife and Habitat Management Goal</b> Preserve, restore, and enhance the ecological diversity of the mixed grass prairie ecosystem (including wetlands, grasslands, and native trees and shrubs) for migratory birds with an emphasis on waterfowl and other grassland and wetland-dependent species				
<b>Developed Wetlands (water control structure)</b>	continue managing water levels through WCSs to manage botulism outbreaks at NWR and to produce foods and habitats for migrating waterfowl elsewhere in the Complex	remove all WCSs from the Complex to allow the lakes and wetlands to revert back to natural hydrology regimes to avoid future degradation and restore their natural structure, function and longevity	explore opportunities to increase management of water levels enhancing existing and/or constructing new WCSs and associated facilities to target habitats for resource-specific needs, e.g., botulism outbreak management	explore opportunities to manage water, by developing new and/or removing existing WCSs and facilities to manage habitats for target wildlife species
<b>Undeveloped Wetlands (without WCS)</b>	Currently this applies to natural wetland basins and drainages which are not altered or specifically managed (wetlands altered are represented in the wetlands w/ WCS)	restore "natural" wetland conditions by removing non-wetland substrate -dredging out siltation and fill to restore wetland habitat	"enhance" specific drainages and/or natural wetland basins to target habitat needs of specific species or narrow group of birds within a classification (waterfowl, shorebirds, or marsh birds) and may involve dredging basins to restore wetland habitat	"enhance" specific drainages and/or natural wetland basins to target habitat requirements of a guild of species representing a broad spectrum native to the area (i.e. sharp-tailed sparrow, Wilson's phalarope, sharp-tailed grouse, pintail, and ferruginous hawk) and could involve dredging basins to restore wetland habitat
<b>Non-native Trees &amp; Shrubs</b>	management conducted on an "as needed" basis, and includes removing volunteer trees and shrubs from grasslands, and sentinel trees used as raptor perches (in grassland nesting habitat)	This alternative would remove all non-native trees and shrubs on all lands in the Complex	manage non-native trees/shrubs on a tract by tract basis allowing mgmt actions that benefit a specific wildlife sp. or narrow grp of birds within a classification (upland birds, game mammals, waterfowl, etc) & maintaining existing, augment or remove	manage non-native trees/shrubs to provide the greatest overall benefit to the guild or select group of indicator species (i.e. Pintail, sharp-tailed sparrow, Wilson's phalarope, sharp-tailed grouse, ferruginous hawk)

# So, where do we begin?

Developing “Themes” for Possible Management Alternatives

# Developing Alternatives Themes

	Alternative A (No Action)	Alternative B	Alternative C	Alternative D
<ul style="list-style-type: none"> <li>• How would the different refuge habitats be managed?</li> <li>• How would wildlife populations be managed and protected?</li> <li>• What wildlife-dependent recreational opportunities would exist and how would the public use program be managed?</li> <li>• How would cultural resources be protected and interpreted?</li> <li>• What type of research would be promoted and for what purpose?</li> <li>• What role would partnerships play in refuge management?</li> <li>• Types and number of access and transportation modalities would the refuge offer to visitors/staff?</li> <li>• How would the refuge reach out to and engage the public, stakeholders, and neighbors?</li> <li>• Other important overarching topics and issues (e.g., staff, etc.)</li> </ul>	<p>XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX</p> <p>YYYYYYYYYYYYYYYYYYYYYYYYYY YYYYYYYYYYYYYYYYYYYYYYYYYY</p> <p>ZZZZZZZZZZZZZZZZZZZZZZZZZZ ZZZZZZZZZZZZZZZZZZZZZZZZZZ ZZZZZZZZZZZZZZZZZZZZZZZZZZ ZZZZZZZZZZZZZZZZZZZZZZZZZZ</p> <p>AAAAAAAAAAAAAAAAAAAAAAAAAAAA AAAAAAAAAAAAAAAAAAAAAAAAAAAA</p> <p>BBBBBBBBBBBBBBBBBBBBBBBBBB BBBBBBBBBBBBBBBBBBBBBBBBBB</p> <p>CCCCCCCCCCCCCCCCCCCCCCCCCCC CCCCCCCCCCCCCCCCCCCCCCCCCCC</p> <p>DDDDDDDDDDDDDDDDDDDDDDDDDD DDDDDDDDDDDDDDDDDDDDDDDDDD DDDDDDDDDDDDDDDDDDDDDDDDDD</p> <p>EEEEEEEEEEEEEEEEEEEEEEEEEEEE EEEEEEEEEEEEEEEEEEEEEEEEEEEE EEEEEEEEEEEEEEEEEEEEEEEEEEEE</p> <p>FFFFFFFFFFFFFFFFFFFFFFFFFFFFFF FFFFFFFFFFFFFFFFFFFFFFFFFFFFFF</p>			

The background is a gradient of blue and teal colors. Overlaid on this is a geometric design consisting of two concentric circles and a crosshair made of two perpendicular lines. The text "Thank you!" is centered in the upper half of the image.

**Thank you!**

**From:** [Garza, Bernardo](#)  
**To:** [Erika Wettergreen](#); [Vanessa Fields](#)  
**Subject:** Fwd: Alternatives Workshop Organizational Conference Call  
**Date:** Wednesday, December 27, 2017 8:40:05 AM

---

Good morning ladies,

Let us use the numbers below for our call today

----- Forwarded message -----

**From:** **Garza, Bernardo** <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)>  
**Date:** Wed, Dec 13, 2017 at 3:19 PM  
**Subject:** Alternatives Workshop Organizational Conference Call  
**To:** Sean Donahoe <[sd@marstel-day.com](mailto:sd@marstel-day.com)>, Vanessa Fields <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)>, Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>

Folks,

For tomorrow's conference call (1 PM ET, 11:00 AM MT) please use the following teleconference information:

TOLL FREE DIAL-IN NUMBER:..... (b)(5) commercial privilege

PASS CODE NUMBER FOR THOSE DIALING IN:..... (b)(5) commercial privilege

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

**From:** [Fields, Vanessa](#)  
**To:** [Bernardo Garza](#); [Ryan Moehring](#)  
**Subject:** draft NBRC Public Engagement and Communications Strategy  
**Date:** Wednesday, January 3, 2018 8:50:41 AM  
**Attachments:** [NBRC\\_PublicEngagementandCommunicationsPlan\\_122917.docx](#)  
[IPMP\\_objectives.pdf](#)

---

Good morning!

Please see my first attempt at a public engagement/communications strategy. I purposefully kept this short and almost an 'outline' format because I didn't want to get too far down the road anywhere we aren't actually going to go. Much of this, if it is what we want to do, would need a lot more development and details.

As background, I used materials from a training Bernardo and I went to years ago by the Institute for Participatory Management and Planning (<https://consentbuilding.com/>). It is based on years of research looking at what made for successfully implemented government projects. It is based on the principle of 'informed consent' - in our society even very small groups have the ability to exercise their veto power - informed consent is "the grudging willingness of opponents to go along with a course of action that they actually are opposed to".

I followed their recommended process of identifying which of their 15 objectives most strongly apply to our project (see attachment for full list). Identifying the "Potentially Affected Interests" and then linking our objectives to strategies most likely to be effective. The good news is that many of the techniques we are using or planning to use, fit well with the objectives. I did include a few other techniques for us to consider that complement the more 'typical' techniques.

All of this is, of course, just a first draft. I am completely open to any and all changes.

Can we schedule a time either Thursday or Friday to discuss this? I am very open those two days except Friday before 9:30am.

Happy New Year!

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
922 Bootlegger Trail  
Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)















# NBRC CCP call

Created by: vanessa\_fields@fws.gov · Your response: ✓ Yes, I'm going

## Time

**9am - 9:30am (Mountain Time - Denver)**

## Date

**Mon Jan 8, 2018**

## Description

**Monthly NBRC CCP coordination call.**

**We will plan on having a joint call on the first staff meeting of each month between the NBRC staff and the Planning group.**

**Call in information phone #:** (b)(5) commercial privilege  
**passcode:** (b)(5) commercial privilege

## Agenda Topics for January call:

1. Update on Alternatives workshop
  - update on agenda development with contractor (Planning)
  - schedule follow-up call for Alt Workshop prep with NBRC staff (plan to meet on Jan 23rd)
  - possibility of moving workshop: February 12th would be OK for LTR, NBRC; Bernardo will check with Will
2. Update on Communications Plan.
3. Secretarial Order 3355 - Toni can share FWS to this; will apply to on-going processes; Kelly is meeting again on this topic this week (NEPA)
4. Project Leader status -meeting Monday at 3pm

## Guests

- ✓ Beverly Skinner
  - ✓ Linda Moeder
  - ✓ Vanessa Fields
- Monthly NBRC CCP coordination call.

We will plan on having a joint call on the first staff meeting of each month between the NBRC staff and the Planning group.

Call in information phone #: 866-644-1852 passcode: 8875993

## Agenda Topics for January call:

1. Update on Alternatives workshop and results of data gathering thus far

(other topics to be added as needed).

- ? Mike Koole
- Ø Amy Lisk
- Ø Kevin Shinn
- Bernardo Garza
- Brent Woodger
- darren\_thomas@fws.gov
- Dean Vaughan
- Karen Shoemaker
- Kelly Hogan
- Marlin McDonald
- matthew\_mccollister@fws.gov
- Toni Griffin

**From:** [Fields Vanessa](#)  
**To:** [Amy Lisk](#); [Bernardo Garza](#); [Beverly Skinner](#); [Brent Woodger](#); [Darren Thomas](#); [Dean Vaughan](#); [Karen Shoemaker](#); [Kelly Hogan](#); [Kevin Shinn](#); [Marlin McDonald](#); [Matthew McCollister](#); [Mike Kooile](#)  
**Subject:** Monday morning CCP coordination call  
**Date:** Friday, January 5, 2018 2:00:17 PM

---

Hello everyone and Happy New Year!

Just wanted to send out a reminder that we will try our first monthly CCP coordination call this Monday, January 8th at 9am. We will keep this to no more than 30 minutes.

Below is the call-in info and an agenda of topics-

\*\*\*\*\*  
Call in information phone #: (b)(5) commercial privilege passcode: (b)(5) commercial privilege Agenda Topics for January call: 1. Update on Alternatives workshop - update on agenda development with contractor (Planning) -results of data gathering thus far (Bev/Amy) -schedule follow-up call for Alt Workshop prep with NBRC staff -possibility of moving workshop 2. Update on Communications Plan. 3. Secretarial Order 3355. 4. Project Leader status?

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
922 Bootlegger Trail  
Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)

**From:** [Google Calendar](#) on behalf of [Kent Sundseth](#)  
**To:** [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)  
**Subject:** NBRC CCP and Planning  
**Attachments:** [invite.ics](#)

---

Kent Sundseth  
has accepted this invitation.

NBRC CCP and Planning

Introductions and informal discussion on the NBRC CCP process.

Conf call#: (b)(5) commercial privilege; passcode: (b)(5) commercial privilege

When

Wed Jan 17, 2018 1pm – 2pm Mountain Time

Video call

[https://plus.google.com/hangouts/\\_/doi.gov/vanessa-fields](https://plus.google.com/hangouts/_/doi.gov/vanessa-fields) <[https://plus.google.com/hangouts/\\_/doi.gov/vanessa-fields?hceid=dmFuZXNzYV9maWVsZHNhZndzLmdvdg2jddjc9h1n4uv9bqbur2bh0vf8](https://plus.google.com/hangouts/_/doi.gov/vanessa-fields?hceid=dmFuZXNzYV9maWVsZHNhZndzLmdvdg2jddjc9h1n4uv9bqbur2bh0vf8)>

Calendar

[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)

Who

- [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)
- organizer
- [kent\\_sundseth@fws.gov](mailto:kent_sundseth@fws.gov)
- [bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)

Invitation from Google Calendar <<https://www.google.com/calendar/>>

You are receiving this email at the account [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov) because you are subscribed for invitation replies on calendar [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov).

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More](#)  
<<https://support.google.com/calendar/answer/37135#forwarding>> .

**From:** [Erika Wettergreen](#)  
**To:** [Fields, Vanessa](#); [Garza, Bernardo](#)  
**Subject:** Draft NBRC CCP Alternatives Workshop Process Outline  
**Date:** Thursday, January 11, 2018 10:14:32 AM  
**Attachments:** [DRAFT Process Outline NBRC CCP Alternatives Workshop 1-11-2018.docx](#)

---

Good morning Vanessa and Bernardo,

I have attached my draft process outline for the NBRC CCP Alternative Workshop. Please recognize that this is an internal roadmap that I use to map out the anticipated facilitation and activities of the workshop. I like to share this with my clients so they can see the landscape of the range of activities. As I mentioned to you on our last call, I like to be flexible and introduce new approaches as necessary – so I see this as more of a starting point and guide for achieving the workshop purpose and getting to your desired workshop outcome.

Let me know if you have any questions. Also, if you have any changes to the agenda that I sent you last week, please let me know and I will adjust both documents with those updates.

Cheerfully,

Erika





















**From:** [Fields, Vanessa](#)  
**To:** [Garza, Bernardo](#)  
**Subject:** Re: Draft NBRC CCP Alternatives Workshop Process Outline  
**Date:** Friday, January 12, 2018 10:45:17 AM

---

for what is worth, if we look at her suggested dates, I would prefer the week of March 5th, we have a DSR strategic meeting scheduled for the week of Feb 26th - although, I would skip the DSR meeting if Feb26th is our new favorite choice

it seems we need Will to tell us what he wants to do - if we push it back as far as March 5th, we might need a little leeway in our deadline for Alternatives

and of course, there is the NBRC staff.....

sheesh.....

give me a call.....

On Fri, Jan 12, 2018 at 8:25 AM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:  
Trouble...

----- Forwarded message -----

**From:** **Erika Wettergreen** <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>  
**Date:** Fri, Jan 12, 2018 at 7:00 AM  
**Subject:** RE: Draft NBRC CCP Alternatives Workshop Process Outline  
**To:** "Garza, Bernardo" <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)>  
**Cc:** "Fields, Vanessa" <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)>

Good morning Bernardo,

I will update the agenda and process outline to include the Visitors Services presentation.

I have a conflict with the week of Feb 12<sup>th</sup>. I am scheduled to be out of the country Feb 14<sup>th</sup> – Feb 22<sup>nd</sup>. I agreed to those dates after we had locked in to the Feb 5<sup>th</sup> week for the Alternatives Workshop.

Would it be possible to hold the workshop the week of Feb. 26<sup>th</sup> or March 5<sup>th</sup>?

Let me know if you want to discuss options over the phone. I am available any time today.

Cheers,

Erika

**From:** Garza, Bernardo [mailto:[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)]  
**Sent:** Thursday, January 11, 2018 4:39 PM  
**To:** Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)>  
**Cc:** Fields, Vanessa <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)>  
**Subject:** Re: Draft NBRC CCP Alternatives Workshop Process Outline

Hello Erika,

Thank you for sending us the updated agenda and the process outline.

There are a couple of changes in the Alternatives Workshop that I need to bring up to your attention.

First: Since our last conversation, the chief of refuges has requested that one of our Visitor Services employees give a short presentation, during the Alternatives Workshop, on the findings of the recent National Bison Range Visitor Services program review. We consider the results of the said review to be crucial and relevant to the entire planning process and the future management of the NBRC because visitor services is becoming more and more prominent in the overall management of all public lands.

Yesterday, Vanessa and I spoke with the chief of Visitor Services to ascertain the type and duration of such a presentation, as well as to find the best place to fit it into the alternatives workshop agenda.

It turns out that the said presentation (including time for any possible Q&A at the end of the presentation) should take no more than 30 minutes. It is likely that the presenter will use a PowerPoint presentation to provide us the results of the review.

We considered two possible spots where this 30-minute presentation could be added to the agenda: the "Birds Eye View of NBR Complex" (as part of the "Discuss any relevant/pertinent models/studies") or the "Current Complex Management Approach". After some deliberation we decided that the presentation probably fits better under the "Current Complex Management Approach". Thus we need to accommodate the presentation into that slot and adjust the rest of the workshop calendar accordingly.

Second: We had to move the dates of the alternatives workshop, from Feb. 6 - 8, to the following week (Feb. 13 - 15) to accommodate some specific needs of some of the participants. Thus, please make the necessary adjustments to your schedule and travel plans.

Please let me know if you have any questions.

Thanks

On Thu, Jan 11, 2018 at 10:12 AM, Erika Wettergreen <[ewettergreen@marstel-day.com](mailto:ewettergreen@marstel-day.com)> wrote:

Good morning Vanessa and Bernardo,

I have attached my draft process outline for the NBRC CCP Alternative Workshop. Please recognize that this is an internal roadmap that I use to map out the anticipated facilitation and activities of the workshop. I like to share this with my clients so they can see the landscape of the range of activities. As I mentioned to you on our last call, I like to be flexible and introduce new approaches as necessary – so I see this as more of a starting point and guide for achieving the workshop purpose and getting to your desired workshop outcome.

Let me know if you have any questions. Also, if you have any changes to the agenda that I sent you last week, please let me know and I will adjust both documents with those updates.

Cheerfully,

| Erika

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Planning and Policy**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

**Bernardo Garza**

**Planning Team Leader**

**Branch of Planning and Policy**

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

--

Vanessa Fields

Invasive Species Ecologist

Division of Science Resources

922 Bootlegger Trail

Great Falls, MT 59404

406-727-7400 x219

406-217-6473 (cell)

**From:** [Fields, Vanessa](#)  
**To:** [Erika Wettergreen](#); [Bernardo Garza](#)  
**Subject:** Feedback from Bison Range staff on agenda  
**Date:** Tuesday, January 23, 2018 4:00:04 PM  
**Attachments:** [NBRC Alternatives Workshop Agenda DRAFT 1 5 18 staffcomments1 23 18.docx](#)

---

Hi Erika-

Bernardo and I had a call with the Bison Range Complex staff today to go over the agenda, brainstorm goal topics and alternative themes and generally prepare/answer questions. I have attached the notes here in case we want to talk about anything on our call Thursday.

Thanks!

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
922 Bootlegger Trail  
Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)















**From:** [Google Calendar](#) on behalf of [Amy Lisk](#)  
**To:** [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)  
**Subject:** NBRC CCP call  
**Attachments:** [invite.ics](#)

---

Amy Lisk  
has accepted this invitation.

NBRC CCP call

Monthly NBRC CCP coordination call.

Call in information phone #: (b) (5); paasscode: (b) (5)

Agenda Topics for February call:

1. Update on Alternatives workshop  
-Review draft agenda on google drive: any new goal topics, alternatives themes or other comments?  
-Update from Amy and Kevin on their presentations
2. Update on Communications Plan briefing with Will and Maureen.

When

Tue Feb 6, 2018 9am – 9:30am Mountain Time

Video call

[https://plus.google.com/hangouts/\\_/doi.gov/vanessa-fields](https://plus.google.com/hangouts/_/doi.gov/vanessa-fields) <[https://plus.google.com/hangouts/\\_/doi.gov/vanessa-fields?hceid=dmFuZXNzYV9maWVsZHNhZndzLmdvdg1ak7e8tfsh3lk691vmpqtnbq8](https://plus.google.com/hangouts/_/doi.gov/vanessa-fields?hceid=dmFuZXNzYV9maWVsZHNhZndzLmdvdg1ak7e8tfsh3lk691vmpqtnbq8)>

Calendar

[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)

Who

- [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)  
- organizer
- [bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)
- [linda\\_moeder@fws.gov](mailto:linda_moeder@fws.gov)
- [mike\\_koole@fws.gov](mailto:mike_koole@fws.gov)
- [dean\\_vaughan@fws.gov](mailto:dean_vaughan@fws.gov)
- [beverly\\_skinner@fws.gov](mailto:beverly_skinner@fws.gov)
- [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov)
- [kevin\\_shinn@fws.gov](mailto:kevin_shinn@fws.gov)
- [matthew\\_mccollister@fws.gov](mailto:matthew_mccollister@fws.gov)
- [karen\\_shoemaker@fws.gov](mailto:karen_shoemaker@fws.gov)
- [brent\\_woodger@fws.gov](mailto:brent_woodger@fws.gov)
- [kent\\_sundseth@fws.gov](mailto:kent_sundseth@fws.gov)
- [amy\\_lisk@fws.gov](mailto:amy_lisk@fws.gov)
- [marlin\\_mcdonald@fws.gov](mailto:marlin_mcdonald@fws.gov)

Invitation from Google Calendar <<https://www.google.com/calendar/>>

You are receiving this email at the account [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov) because you are subscribed for invitation replies on calendar [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov).

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More](#)  
<<https://support.google.com/calendar/answer/37135#forwarding>> .

**From:** [Erika Wettergreen](#)  
**To:** [Fields, Vanessa](#); [Bernardo Garza](#)  
**Subject:** RE: Feedback from Bison Range staff on agenda  
**Date:** Thursday, January 25, 2018 7:22:10 AM

---

Thanks Vanessa.

Looking forward to our discussion later today.

Cheers,

Erika

**From:** Fields, Vanessa [mailto:vanessa\_fields@fws.gov]  
**Sent:** Tuesday, January 23, 2018 6:00 PM  
**To:** Erika Wettergreen <ewettergreen@marstel-day.com>; Bernardo Garza <bernardo\_garza@fws.gov>  
**Subject:** Feedback from Bison Range staff on agenda

Hi Erika-

Bernardo and I had a call with the Bison Range Complex staff today to go over the agenda, brainstorm goal topics and alternative themes and generally prepare/answer questions. I have attached the notes here in case we want to talk about anything on our call Thursday.

Thanks!

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
922 Bootlegger Trail  
Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)

**From:** [Garza, Bernardo](#)  
**To:** (b) (6)  
**Subject:** Re: NBRC Alternatives Workshop scheduling  
**Date:** Thursday, January 25, 2018 3:57:04 PM

---

I completely understand.

Must be nice to be retired...

My youngest is 5, so I'm here for the lonnnnnnnnnng haul

On Thu, Jan 25, 2018 at 3:33 PM, bisonbird <(b) (6)> wrote:  
it's not so much flexibility as retirement. However, once the weather gets nice, I'll be committed to some birdwatching trips....

---

Pat Jamieson

On 2018-01-25 15:12, Garza, Bernardo wrote:

Wow. Thank you Pat.

You are so flexible!

I'll let you know the final dates

On Thu, Jan 25, 2018 at 3:04 PM, bisonbird <(b) (6)> wrote:

Hi Bernardo

I need to be in Portland for an Art Show on March 10th (Sat) and would like to travel over on Thursday March 8th (to have a day to set up for the show). I could be around for the meetings on that date but would HAVE to leave on Friday, March 9th. I would prefer to travel the day before. Other than that, the other days are free and clear.

My preference would be for the earlier (Feb 26-March 2). And, I know it wouldn't be so good for you, but I have no problem with working the weekend before or between (just not after).

Good luck with setting us up.....

---

Pat Jamieson

On 2018-01-25 14:06, Garza, Bernardo wrote:

Hello Pat,

We continue to find it very challenging to schedule the

alternatives  
workshop for the NBRC CCPs.

Can you tell me your availability to participate in the workshop  
if we  
were schedule it on the week of Feb. 26 - March 2, and March 5 -  
9?

What days of those weeks would work for you?

Thank you

--

BERNARDO GARZA  
PLANNING TEAM LEADER  
BRANCH OF PLANNING AND POLICY

U.S. FISH & WILDLIFE SERVICE, MOUNTAIN-PRAIRIE REGION  
OFFICE (303) 236-4377  
FAX (303) 236-4792

--

BERNARDO GARZA  
PLANNING TEAM LEADER  
BRANCH OF PLANNING AND POLICY

U.S. FISH & WILDLIFE SERVICE, MOUNTAIN-PRAIRIE REGION  
OFFICE (303) 236-4377  
FAX (303) 236-4792

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

**From:** [Garza, Bernardo](#)  
**To:** [Fields, Vanessa](#)  
**Subject:** Re: Your friend has shared a San Francisco Chronicle link with you  
**Date:** Monday, January 29, 2018 1:19:34 PM

---

I'll read the draft right away.

Yeah, the 2023 date made me raise my eye brows

On Mon, Jan 29, 2018 at 1:11 PM, Fields, Vanessa <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)> wrote:

Thanks for forwarding - I took what we wrote in December and the last Update that was posted on the P drive and combined them into a draft - let me know what you think and please make edits/changes/corrections. I made a folder in ccp/nbrc/common/Briefing statements and put it in there since we expect this to be an on-going thing. If it OK with you, I will move the previous "NBR Updates" to this folder as well.

Did you read that article? It says our deadline could be as late as 2023.

On Mon, Jan 29, 2018 at 12:16 PM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:

Just received it from Will. I'm surprised he didn't cc you

----- Forwarded message -----

**From:** Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>

**Date:** Mon, Jan 29, 2018 at 11:51 AM

**Subject:** Fwd: Your friend has shared a San Francisco Chronicle link with you

**To:** [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov), [Bernardo\\_Garza@fws.gov](mailto:Bernardo_Garza@fws.gov)

**Cc:** Maureen Gallagher <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>

Can you find the most recent CCP briefing and update it? Please be sure the website reflects things to date. Thanks.

Will Meeks  
U.S. Fish and Wildlife Service  
Mountain-Prairie Region  
Assistant Regional Director  
National Wildlife Refuge System  
303-236-4303(w)  
720-541-0310 (c)

Begin forwarded message:

**From:** "Gambill, Zachariah" <[zachariah\\_gambill@fws.gov](mailto:zachariah_gambill@fws.gov)>

**Date:** January 29, 2018 at 12:46:14 PM CST

**To:** Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>, Noreen Walsh



<[noreen\\_walsh@fws.gov](mailto:noreen_walsh@fws.gov)>, Jim Kurth <[jim\\_kurth@fws.gov](mailto:jim_kurth@fws.gov)>, "Sheehan, Greg" <[greg\\_j\\_sheehan@fws.gov](mailto:greg_j_sheehan@fws.gov)>, "Morris, Charisa" <[charisa\\_morris@fws.gov](mailto:charisa_morris@fws.gov)>, Kashyap Patel <[kashyap\\_patel@fws.gov](mailto:kashyap_patel@fws.gov)>, Matt Hogan <[matt\\_hogan@fws.gov](mailto:matt_hogan@fws.gov)>, Stephen Guertin <[stephen\\_guertin@fws.gov](mailto:stephen_guertin@fws.gov)>, Cynthia Martinez <[cynthia\\_martinez@fws.gov](mailto:cynthia_martinez@fws.gov)>

**Subject: Fwd: Your friend has shared a San Francisco Chronicle link with you**

Could I please get a briefing paper on this issues ASAP it will be for Alan, Greg, and Jason with the potential of the Secretary. Not sure if anything is in circulation just yet, if so great, if not, could we please get this ASAP. No later then COB Wednesday. Thank you in advance.

Respectfully,

----- Forwarded message -----

From: Alan Mikkelsen (b) (6) >  
Date: Mon, Jan 29, 2018 at 11:41 AM  
Subject: Your friend has shared a San Francisco Chronicle link with you  
To: [zachariah\\_gambill@fws.gov](mailto:zachariah_gambill@fws.gov)

Zack, can you get me a briefing paper on how this is going to impact any kind of a transfer of any function?

US agrees to craft conservation plan for Montana bison range  
[http://www.sfchronicle.com/news/article/US-agrees-to-craft-conservation-plan-for-Montana-12533593.php?utm\\_campaign=email-premium&utm\\_source=CMS%20Sharing%20Button&utm\\_medium=social](http://www.sfchronicle.com/news/article/US-agrees-to-craft-conservation-plan-for-Montana-12533593.php?utm_campaign=email-premium&utm_source=CMS%20Sharing%20Button&utm_medium=social)

This message was sent via [sfchronicle.com](http://sfchronicle.com).

(b) (6)  
For official use: [amikkelsen@usbr.gov](mailto:amikkelsen@usbr.gov)

--  
Zack Gambill  
Advisor to FWS  
U.S. Department of the Interior  
[1849 C Street, NW](#) -- MIB Room 3351  
Washington, DC 20240  
office: 202-273-3288

NOTE: Every email I send or receive is subject to release under the Freedom of Information Act.

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
[922 Bootlegger Trail](#)  
[Great Falls, MT 59404](#)  
[406-727-7400 x219](#)  
406-217-6473 (cell)

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

**From:** [Garza, Bernardo](#)  
**To:** [Fields, Vanessa](#)  
**Subject:** Re: Your friend has shared a San Francisco Chronicle link with you  
**Date:** Monday, January 29, 2018 1:32:28 PM

---

Great catch. I can just walk to IT and find Robert Mansheim to ask him to make the edits.

I read the draft memo and I really like it. I made a few minor edits (such as adding the 2nd public meeting we had in Polson).

One question I have is that the writer of the first email (Alan Mikkelsen) asked Zack Gambill the following:

*Zack, can you get me a briefing paper on how this is going to impact any kind of a transfer of any function?*

The question in my mind is if we are supposed to craft a memo that addresses Mikkelsen's question... What do you think?

On Mon, Jan 29, 2018 at 1:21 PM, Fields, Vanessa <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)> wrote:

I took a look at the website - the schedule listed there isn't terribly off, but if we wanted it to be more correct, we should probably change:

Develop vision and goals to just Fall 2017 and  
Winter - Spring 2018 Develop Management Alternatives and Release draft alternatives and solicit public input

We also need to swap Toni's name out under "Contacts" with mine.

Is it easier for you to reach out to our web page contact or would you like me to do it?

On Mon, Jan 29, 2018 at 1:11 PM, Fields, Vanessa <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)> wrote:

Thanks for forwarding - I took what we wrote in December and the last Update that was posted on the P drive and combined them into a draft - let me know what you think and please make edits/changes/corrections. I made a folder in ccp/nbrc/common/Briefing statements and put it in there since we expect this to be an on-going thing. If it OK with you, I will move the previous "NBR Updates" to this folder as well.

Did you read that article? It says our deadline could be as late as 2023.

On Mon, Jan 29, 2018 at 12:16 PM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:  
Just received it from Will. I'm surprised he didn't cc you

----- Forwarded message -----

From: **Will Meeks** <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>  
Date: Mon, Jan 29, 2018 at 11:51 AM

Subject: Fwd: Your friend has shared a San Francisco Chronicle link with you  
To: [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov), [Bernardo\\_Garza@fws.gov](mailto:Bernardo_Garza@fws.gov)  
Cc: Maureen Gallagher <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>

Can you find the most recent CCP briefing and update it? Please be sure the website reflects things to date. Thanks.

Will Meeks  
U.S. Fish and Wildlife Service  
Mountain-Prairie Region  
Assistant Regional Director  
National Wildlife Refuge System  
303-236-4303(w)  
720-541-0310 (c)

Begin forwarded message:

**From:** "Gambill, Zachariah" <[zachariah\\_gambill@fws.gov](mailto:zachariah_gambill@fws.gov)>  
**Date:** January 29, 2018 at 12:46:14 PM CST  
**To:** Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>, Noreen Walsh <[noreen\\_walsh@fws.gov](mailto:noreen_walsh@fws.gov)>, Jim Kurth <[jim\\_kurth@fws.gov](mailto:jim_kurth@fws.gov)>, "Sheehan, Greg" <[greg\\_j\\_sheehan@fws.gov](mailto:greg_j_sheehan@fws.gov)>, "Morris, Charisa" <[charisa\\_morris@fws.gov](mailto:charisa_morris@fws.gov)>, Kashyap Patel <[kashyap\\_patel@fws.gov](mailto:kashyap_patel@fws.gov)>, Matt Hogan <[matt\\_hogan@fws.gov](mailto:matt_hogan@fws.gov)>, Stephen Guertin <[stephen\\_guertin@fws.gov](mailto:stephen_guertin@fws.gov)>, Cynthia Martinez <[cynthia\\_martinez@fws.gov](mailto:cynthia_martinez@fws.gov)>  
**Subject:** Fwd: Your friend has shared a San Francisco Chronicle link with you

Could I please get a briefing paper on this issues ASAP it will be for Alan, Greg, and Jason with the potential of the Secretary. Not sure if anything is in circulation just yet, if so great, if not, could we please get this ASAP. No later then COB Wednesday. Thank you in advance.

Respectfully,

----- Forwarded message -----

From: Alan Mikkelsen <(b) (6)>  
Date: Mon, Jan 29, 2018 at 11:41 AM  
Subject: Your friend has shared a San Francisco Chronicle link with you  
To: [zachariah\\_gambill@fws.gov](mailto:zachariah_gambill@fws.gov)

Zack, can you get me a briefing paper on how this is going to impact any kind of a transfer of any function?

US agrees to craft conservation plan for Montana bison range  
[http://www.sfchronicle.com/news/article/US-agrees-to-craft-conservation-plan-for-Montana-12533593.php?utm\\_campaign=email-premium&utm\\_source=CMS%20Sharing%20Button&utm\\_medium=social](http://www.sfchronicle.com/news/article/US-agrees-to-craft-conservation-plan-for-Montana-12533593.php?utm_campaign=email-premium&utm_source=CMS%20Sharing%20Button&utm_medium=social)

This message was sent via [sfchronicle.com](http://sfchronicle.com).

(b) (6)

For official use: [amikkelsen@usbr.gov](mailto:amikkelsen@usbr.gov)

--

Zack Gambill  
Advisor to FWS  
U.S. Department of the Interior  
[1849 C Street, NW](#) -- MIB Room 3351  
Washington, DC 20240  
office: 202-273-3288

NOTE: *Every email I send or receive is subject to release under the Freedom of Information Act.*

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
[922 Bootlegger Trail](#)  
[Great Falls, MT 59404](#)  
[406-727-7400](#) x219  
406-217-6473 (cell)

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
[922 Bootlegger Trail](#)

[Great Falls, MT 59404](#)

[406-727-7400 x219](#)

406-217-6473 (cell)

--

**Bernardo Garza**

**Planning Team Leader**

Branch of Planning and Policy

**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**

**Fax (303) 236-4792**

**From:** [Garza, Bernardo](#)  
**To:** [Fields, Vanessa](#)  
**Subject:** Re: Your friend has shared a San Francisco Chronicle link with you  
**Date:** Monday, January 29, 2018 1:52:25 PM

---

I spoke with Robert and he will promptly make whatever changes to the website that we request.

On Mon, Jan 29, 2018 at 1:21 PM, Fields, Vanessa <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)> wrote:

I took a look at the website - the schedule listed there isn't terribly off, but if we wanted it to be more correct, we should probably change:

Develop vision and goals to just Fall 2017 and  
Winter - Spring 2018 Develop Management Alternatives and Release draft alternatives and solicit public input

We also need to swap Toni's name out under "Contacts" with mine.

Is it easier for you to reach out to our web page contact or would you like me to do it?

On Mon, Jan 29, 2018 at 1:11 PM, Fields, Vanessa <[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)> wrote:

Thanks for forwarding - I took what we wrote in December and the last Update that was posted on the P drive and combined them into a draft - let me know what you think and please make edits/changes/corrections. I made a folder in ccp/nbrc/common/Briefing statements and put it in there since we expect this to be an on-going thing. If it OK with you, I will move the previous "NBR Updates" to this folder as well.

Did you read that article? It says our deadline could be as late as 2023.

On Mon, Jan 29, 2018 at 12:16 PM, Garza, Bernardo <[bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)> wrote:

Just received it from Will. I'm surprised he didn't cc you

----- Forwarded message -----

**From:** Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>  
**Date:** Mon, Jan 29, 2018 at 11:51 AM  
**Subject:** Fwd: Your friend has shared a San Francisco Chronicle link with you  
**To:** [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov), [Bernardo\\_Garza@fws.gov](mailto:Bernardo_Garza@fws.gov)  
**Cc:** Maureen Gallagher <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>

Can you find the most recent CCP briefing and update it? Please be sure the website reflects things to date. Thanks.

Will Meeks  
U.S. Fish and Wildlife Service  
Mountain-Prairie Region

Assistant Regional Director  
National Wildlife Refuge System  
303-236-4303(w)  
720-541-0310 (c)

Begin forwarded message:

**From:** "Gambill, Zachariah" <[zachariah\\_gambill@fws.gov](mailto:zachariah_gambill@fws.gov)>  
**Date:** January 29, 2018 at 12:46:14 PM CST  
**To:** Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>, Noreen Walsh <[noreen\\_walsh@fws.gov](mailto:noreen_walsh@fws.gov)>, Jim Kurth <[jim\\_kurth@fws.gov](mailto:jim_kurth@fws.gov)>, "Sheehan, Greg" <[greg\\_j\\_sheehan@fws.gov](mailto:greg_j_sheehan@fws.gov)>, "Morris, Charisa" <[charisa\\_morris@fws.gov](mailto:charisa_morris@fws.gov)>, Kashyap Patel <[kashyap\\_patel@fws.gov](mailto:kashyap_patel@fws.gov)>, Matt Hogan <[matt\\_hogan@fws.gov](mailto:matt_hogan@fws.gov)>, Stephen Guertin <[stephen\\_guertin@fws.gov](mailto:stephen_guertin@fws.gov)>, Cynthia Martinez <[cynthia\\_martinez@fws.gov](mailto:cynthia_martinez@fws.gov)>  
**Subject:** Fwd: Your friend has shared a San Francisco Chronicle link with you

Could I please get a briefing paper on this issues ASAP it will be for Alan, Greg, and Jason with the potential of the Secretary. Not sure if anything is in circulation just yet, if so great, if not, could we please get this ASAP. No later then COB Wednesday. Thank you in advance.

Respectfully,

----- Forwarded message -----

From: Alan Mikkelsen <(b) (6)>  
Date: Mon, Jan 29, 2018 at 11:41 AM  
Subject: Your friend has shared a San Francisco Chronicle link with you  
To: [zachariah\\_gambill@fws.gov](mailto:zachariah_gambill@fws.gov)

Zack, can you get me a briefing paper on how this is going to impact any kind of a transfer of any function?

US agrees to craft conservation plan for Montana bison range  
[http://www.sfchronicle.com/news/article/US-agrees-to-craft-conservation-plan-for-Montana-12533593.php?utm\\_campaign=email-premium&utm\\_source=CMS%20Sharing%20Button&utm\\_medium=social](http://www.sfchronicle.com/news/article/US-agrees-to-craft-conservation-plan-for-Montana-12533593.php?utm_campaign=email-premium&utm_source=CMS%20Sharing%20Button&utm_medium=social)

This message was sent via [sfchronicle.com](http://sfchronicle.com).

(b) (6)

For official use: [amikkelsen@usbr.gov](mailto:amikkelsen@usbr.gov)



--

Zack Gambill  
Advisor to FWS  
U.S. Department of the Interior  
[1849 C Street, NW](#) -- MIB Room 3351  
Washington, DC 20240  
office: 202-273-3288

NOTE: *Every email I send or receive is subject to release under the Freedom of Information Act.*

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
[922 Bootlegger Trail](#)  
[Great Falls, MT 59404](#)  
[406-727-7400 x219](#)  
406-217-6473 (cell)

--

Vanessa Fields  
Invasive Species Ecologist  
Division of Science Resources  
[922 Bootlegger Trail](#)  
[Great Falls, MT 59404](#)  
[406-727-7400 x219](#)  
406-217-6473 (cell)

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**

**Office (303) 236-4377**  
**Fax (303) 236-4792**

**From:** [Google Calendar](#) on behalf of [Mike Koole](#)  
**To:** [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)  
**Subject:** NBRC CCP call  
**Attachments:** [invite.ics](#)

---

Mike Koole  
has accepted this invitation.

NBRC CCP call

Monthly NBRC CCP coordination call.

Call in information phone # (b) (5) commercial privilege paasscode: (b) (5) commercial

Agenda Topics for February call:

1. Update on Alternatives workshop  
-Review draft agenda on google drive: any new goal topics, alternatives themes or other comments?  
-Update from Amy and Kevin on their presentations
2. Update on Communications Plan briefing with Will and Maureen.

When

Tue Feb 6, 2018 9am – 9:30am Mountain Time

Video call

[https://plus.google.com/hangouts/\\_/doi.gov/vanessa-fields](https://plus.google.com/hangouts/_/doi.gov/vanessa-fields) <[https://plus.google.com/hangouts/\\_/doi.gov/vanessa-fields?hceid=dmFuZXNzYV9maWVsZHNhZndzLmdvdg1ak7e8tfsh3lk691vmpqtnbq8](https://plus.google.com/hangouts/_/doi.gov/vanessa-fields?hceid=dmFuZXNzYV9maWVsZHNhZndzLmdvdg1ak7e8tfsh3lk691vmpqtnbq8)>

Calendar

[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)

Who

- [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)  
- organizer
- [bernardo\\_garza@fws.gov](mailto:bernardo_garza@fws.gov)
- [linda\\_moeder@fws.gov](mailto:linda_moeder@fws.gov)
- [mike\\_koole@fws.gov](mailto:mike_koole@fws.gov)
- [dean\\_vaughan@fws.gov](mailto:dean_vaughan@fws.gov)
- [beverly\\_skinner@fws.gov](mailto:beverly_skinner@fws.gov)
- [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov)
- [kevin\\_shinn@fws.gov](mailto:kevin_shinn@fws.gov)
- [matthew\\_mccollister@fws.gov](mailto:matthew_mccollister@fws.gov)
- [karen\\_shoemaker@fws.gov](mailto:karen_shoemaker@fws.gov)
- [brent\\_woodger@fws.gov](mailto:brent_woodger@fws.gov)
- [kent\\_sundseth@fws.gov](mailto:kent_sundseth@fws.gov)
- [amy\\_lisk@fws.gov](mailto:amy_lisk@fws.gov)
- [marlin\\_mcdonald@fws.gov](mailto:marlin_mcdonald@fws.gov)

Invitation from Google Calendar <<https://www.google.com/calendar/>>

You are receiving this email at the account [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov) because you are subscribed for invitation replies on calendar [vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov).

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More](#)  
<<https://support.google.com/calendar/answer/37135#forwarding>> .

**From:** [Garza, Bernardo](#)  
**To:** [Griffin, Toni](#)  
**Cc:** [Vanessa Fields](#)  
**Subject:** Re: Your friend has shared a San Francisco Chronicle link with you  
**Date:** Tuesday, January 30, 2018 10:08:28 AM

---

We did it already Toni.

Hope your mom is recuperating.

On Tue, Jan 30, 2018 at 9:47 AM, Griffin, Toni <[toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov)> wrote:  
Can you please respond to Maureen and let both her and Will know the status of the BP and website? Thanks.

**Toni Griffin**  
Landscape Architect / Planning Team Leader  
NWRS, Region 6, Branch of Refuge Planning  
[134 Union Blvd.](#)  
[Lakewood, CO 80228](#)  
[Ph: 303-236-4378](#)  
Telework: Tuesday, Friday

----- Forwarded message -----

**From:** **Gallagher, Maureen** <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>  
**Date:** Mon, Jan 29, 2018 at 7:23 PM  
**Subject:** Fwd: Your friend has shared a San Francisco Chronicle link with you  
**To:** Toni Griffin <[toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov)>

Did you get this done?

Maureen Gallagher  
Deputy Assistant Regional Director  
Refuges and Partners for Fish and Wildlife  
Mountain Prairie Region  
[134 Union Blvd](#)  
[Lakewood, CO](#)  
303/236/4304 o  
720/772/0424 c  
303/236/4792 fax

----- Forwarded message -----

**From:** **Will Meeks** <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>  
**Date:** Mon, Jan 29, 2018 at 11:51 AM  
**Subject:** Fwd: Your friend has shared a San Francisco Chronicle link with you  
**To:** [toni\\_griffin@fws.gov](mailto:toni_griffin@fws.gov), [Bernardo\\_Garza@fws.gov](mailto:Bernardo_Garza@fws.gov)  
**Cc:** Maureen Gallagher <[maureen\\_gallagher@fws.gov](mailto:maureen_gallagher@fws.gov)>

Can you find the most recent CCP briefing and update it? Please be sure the website

reflects things to date. Thanks.

Will Meeks  
U.S. Fish and Wildlife Service  
Mountain-Prairie Region  
Assistant Regional Director  
National Wildlife Refuge System  
303-236-4303(w)  
720-541-0310 (c)

Begin forwarded message:

**From:** "Gambill, Zachariah" <[zachariah\\_gambill@fws.gov](mailto:zachariah_gambill@fws.gov)>  
**Date:** January 29, 2018 at 12:46:14 PM CST  
**To:** Will Meeks <[will\\_meeks@fws.gov](mailto:will_meeks@fws.gov)>, Noreen Walsh  
<[noreen\\_walsh@fws.gov](mailto:noreen_walsh@fws.gov)>, Jim Kurth <[jim\\_kurth@fws.gov](mailto:jim_kurth@fws.gov)>, "Sheehan,  
Greg" <[greg\\_j\\_sheehan@fws.gov](mailto:greg_j_sheehan@fws.gov)>, "Morris, Charisa"  
<[charisa\\_morris@fws.gov](mailto:charisa_morris@fws.gov)>, Kashyap Patel <[kashyap\\_patel@fws.gov](mailto:kashyap_patel@fws.gov)>, Matt  
Hogan <[matt\\_hogan@fws.gov](mailto:matt_hogan@fws.gov)>, Stephen Guertin  
<[stephen\\_guertin@fws.gov](mailto:stephen_guertin@fws.gov)>, Cynthia Martinez <[cynthia\\_martinez@fws.gov](mailto:cynthia_martinez@fws.gov)>  
**Subject:** Fwd: Your friend has shared a San Francisco Chronicle link with  
you

Could I please get a briefing paper on this issues ASAP it will be for Alan,  
Greg, and Jason with the potential of the Secretary. Not sure if anything is in  
circulation just yet, if so great, if not, could we please get this ASAP. No later  
then COB Wednesday. Thank you in advance.

Respectfully,

----- Forwarded message -----

From: Alan Mikkelsen (b) (6) >  
Date: Mon, Jan 29, 2018 at 11:41 AM  
Subject: Your friend has shared a San Francisco Chronicle link with you  
To: [zachariah\\_gambill@fws.gov](mailto:zachariah_gambill@fws.gov)

Zack, can you get me a briefing paper on how this is going to impact any kind  
of a transfer of any function?

US agrees to craft conservation plan for Montana bison range  
[http://www.sfchronicle.com/news/article/US-agrees-to-craft-conservation-plan-  
for-Montana-12533593.php?utm\\_campaign=email-  
premium&utm\\_source=CMS%20Sharing%20Button&utm\\_medium=social](http://www.sfchronicle.com/news/article/US-agrees-to-craft-conservation-plan-for-Montana-12533593.php?utm_campaign=email-premium&utm_source=CMS%20Sharing%20Button&utm_medium=social)

This message was sent via [sfchronicle.com](http://sfchronicle.com).

(b) (6)

For official use: [amikkelsen@usbr.gov](mailto:amikkelsen@usbr.gov)

--

Zack Gambill  
Advisor to FWS  
U.S. Department of the Interior  
[1849 C Street, NW](#) -- MIB Room 3351  
Washington, DC 20240  
office: 202-273-3288

NOTE: *Every email I send or receive is subject to release under the Freedom of Information Act.*

--

**Bernardo Garza**  
**Planning Team Leader**  
Branch of Planning and Policy  
**U.S. Fish & Wildlife Service, Mountain-Prairie Region**  
**Office (303) 236-4377**  
**Fax (303) 236-4792**

**From:** [Matt Kales](#)  
**To:** [Vanessa Fields](#); [Kelly Hogan](#); [Bernardo Garza](#)  
**Subject:** RE: revised response to plaintiffs  
**Date:** Monday, June 11, 2018 2:39:21 PM

---

Thanks, Vanessa. I reviewed this version and found it comprehensive. If I understand the exercise correctly, you have provided more than enough information for SOL to respond to plaintiff. I have no substantive edits at this time.

Matt

**From:** Fields, Vanessa [mailto:[vanessa\\_fields@fws.gov](mailto:vanessa_fields@fws.gov)]  
**Sent:** Monday, June 11, 2018 12:41 PM  
**To:** Hogan, Kelly; Bernardo Garza; Matt Kales  
**Subject:** revised response to plaintiffs

Attached is a revised version of the response - updated with input from Bernardo, Toni and I.

v

--

Vanessa Fields  
Division of Science Resources  
922 Bootlegger Trail  
Great Falls, MT 59404  
406-727-7400 x219  
406-217-6473 (cell)