cecilia_lewis@fws.gov Edit this form

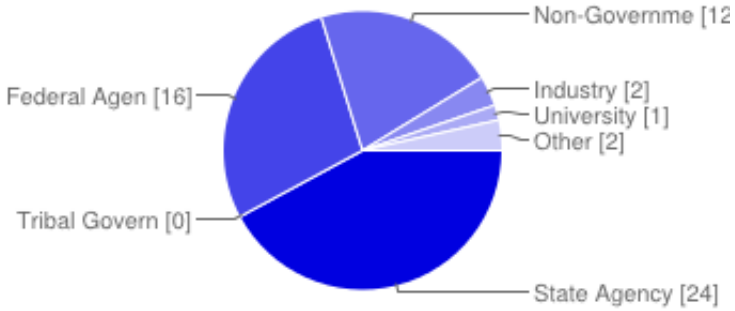
57 responses

View all responses Publish analytics

Summary

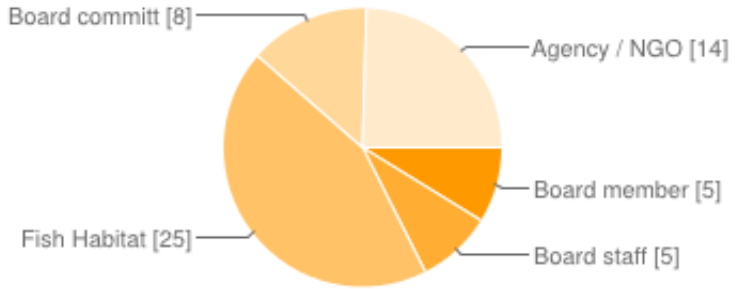
General Questions

Who is your employer?



State Agency	**24**	42%
Tribal Government / Organization	**0**	0%
Federal Agency	**16**	28%
Non-Governmental Organization	**12**	21%
Industry	**2**	4%
University	**1**	2%
Other	**2**	4%

What is your primary role in the National Fish Habitat Partnership?

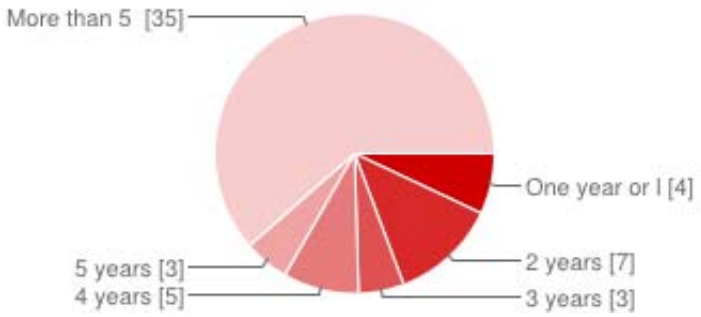


Board member	**5**	9%
Board staff	**5**	9%
Fish Habitat Partnership	**25**	44%
Board committee	**8**	14%
Agency / NGO partner	**14**	25%

List your secondary NFHP roles here, if any.

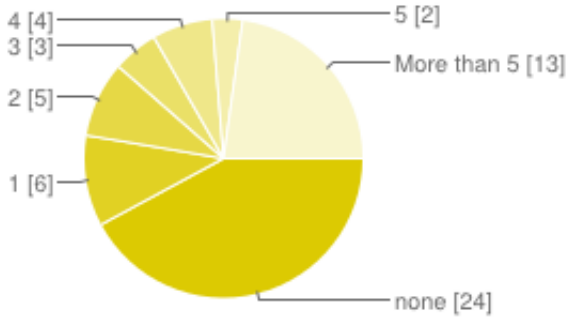
Partnership Committee Science/Data Board Liaison Steering Committee and Governance Committee Member - 2 partnerships Member of EXCOM of a partnership Board committee Regional Coordinator NFH Board Partnership Committee None Coordinator Science and Data Committee liaison to Partnerships Primary role = NFHP Science and Data Committee, secondary roles = Liason from Science and Data Committee to ACFHP. At the partnership level - active with ACFHP's Science and Data Committee. none Partnership Steering Committee member Chairman, ACFHP Cordinating project in the same region for Trout Unlimited Supervisor for NFHP Communications Coordinator Science and Data Committee Chair Assist with other MI DNR partnerships Farm Service Agency part of the federal caucus. NFHP Federal Caucus rep Partnership officer. Work on NFHP project tracking data system. Board Communications Coordinator

How long have you been engaged with National Fish Habitat Partnership?



One year or less	**4**	7%
2 years	**7**	12%
3 years	**3**	5%
4 years	**5**	9%
5 years	**3**	5%
More than 5 years	**35**	61%

How many meetings of the National Fish Habitat Board have you attended?



none	**24**	42%
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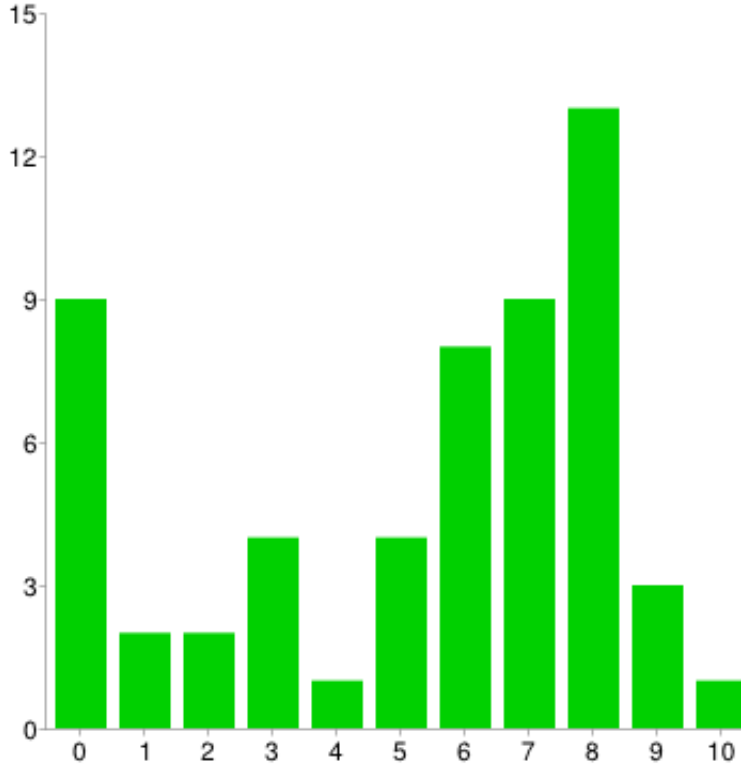
3	**3**	5%
4	**4**	7%
5	**2**	4%
More than 5	**13**	23%

For the next 26 questions, please do the following:

LEADERSHIP & COORDINATION

1. Coordinating agency and stakeholder involvement at the national level

Performance



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9	**3**	5%
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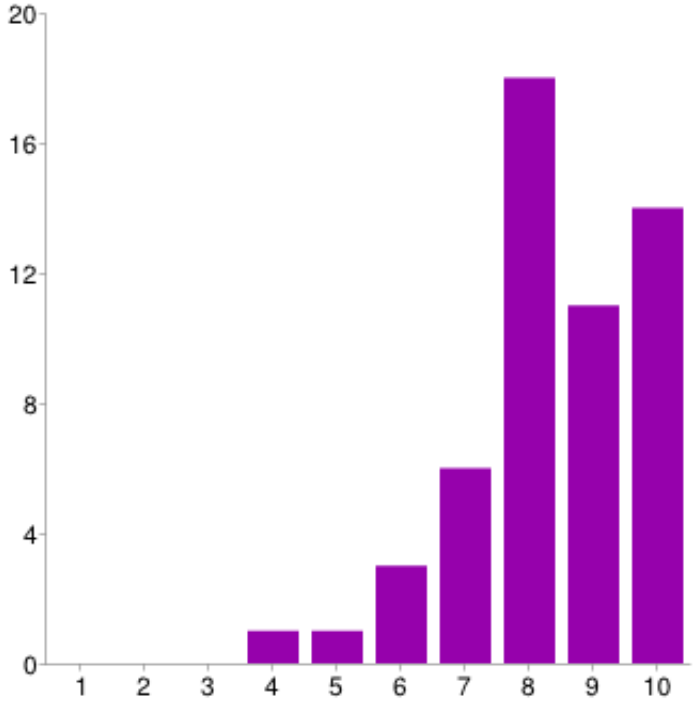
Importance



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7	**6**	11%
8	**18**	33%
9	**11**	20%
10	**14**	26%

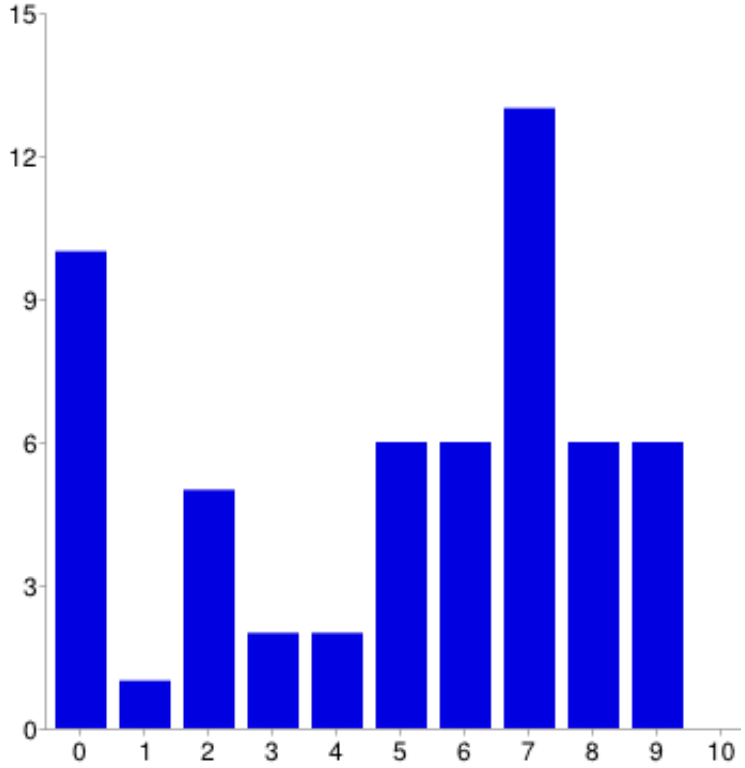
Provide comments and suggestions here

Important to communicate and coordinate efforts with all of the other habitat conservation initiatives out there - Dept. Interior's LCCs and other programs, USDAs conservation reserves, NOAAs EFH, Habitat Blueprint, TNC and other NGOs, sportfishing groups, and other programs. Also important to make these contacts at both the leadership levels, and at the staff / volunteer

levels. From my perspective, it doe snot appear that state Directors or Fish Chiefs are not really that informed about NFHP. There seems to be some fatigue among agencies. It is very important to have all stakeholders involved. Good, bad or indifferent. On science related issues, Board coordination, leadership, and seemingly even interest has been lacking. Received a few emails and copies of the National Fish Habitat Action Plan, 2nd Edition. There is a lot of internal drive in the different partnerships, but the national level needs to provide fundamental priorities. The Science Committee contributes to this. Keep working to keep states and fed fish agencies involved. I don't believe the Board is currently serving a role for cross-agency and stakeholder coordination. The Board meetings allow for discussion on a few specific items but I don't think that cross-agency or stakeholder coordination is occurring at the national level. This coordination is happening primarily through other NFHP committees, like the National Partnership Committee and the Federal Caucus. Would like to see more application of federal and state agency funds from existing programs address FHP priorities, and see more involvement by existing programs in shaping FHP priorities. The Board has definitely made progress here, keep it up Limited state agency participation on the Board, but it seems that work with AFWA and supplemental communciations with state fisheries chiefs supplements this. if possible, find a way to regionalize some gatherings I think we could communicate better with the LCC's at the national scale. Maybe the FWS Partners program too. My agency has not been engaged by Board in several years Lack of leadership and coordination has resulted in multiple, overlapping FHPs that are now competing for limited financial resources. The Board could have required non-overlapping FHPs that addressed all aquatic resources, not species specific like several partnerships. Agencies are now having to prioritize where they can devote their limited resources to participate in the numerous Partnerships that fall within their state boundaries. Therefore, some are not supported. I know board is involved in this activity and I read reports, however, I do not have any direct contact or experience with the Board regarding this activity and as such I don't feel I know enough to provide a rating We have done an okay job here but need to find a way to mobilize the masses to really move the ball for us and really have not to date. I'm not sure, but I do work for a federal agency and I'm not aware of anything the NFHP has done to engage our agency. At least it hasn't trickled down to the local offices.

2. Mobilizing national support for achieving fish habitat conservation goals

Performance



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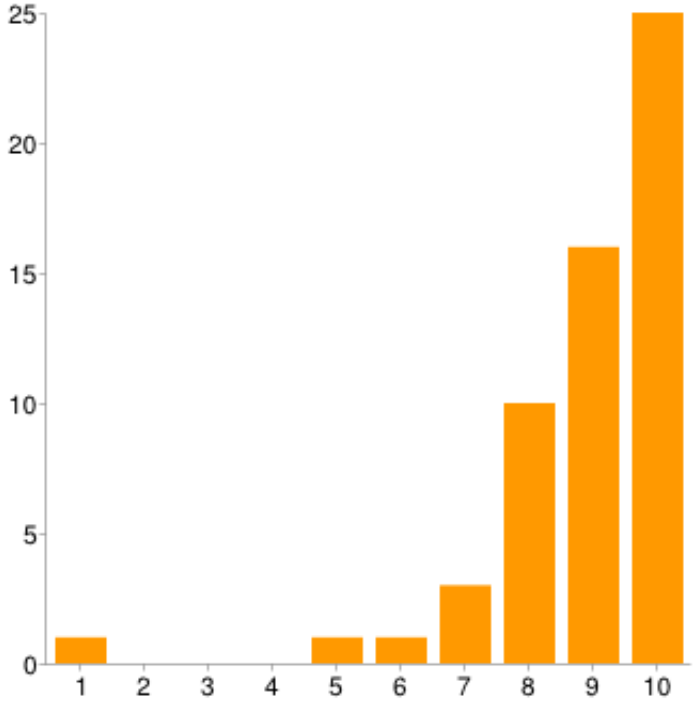

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10	**25**	44%

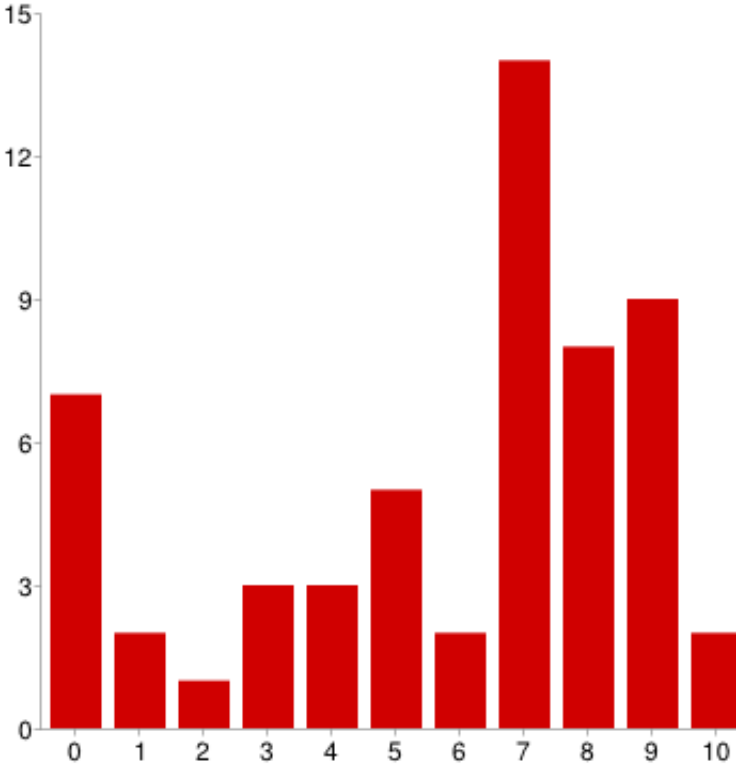
Provide comments and suggestions here:

hard task, but hopefully it will pay off in the future. Again, see response to question one. In addition, I will say that if NFHP IS engaging federal agencies at the national level, especially when it comes to adequate funding for the local FHPs, it doesn't reach the local offices. Its not clear to me if the Board has been successful in securing additional funds (other than FWS)

for utilization by the partnerships. Members of the Board assigned to the task of promoting the Natl. Fish Habitat Conservation Act in Congress are doing a great job, but perhaps we could further assist by encouraging lobbyists with some of our board member organizations to include NFCA in their agendas/talking points. This is a critical area that we have not been successful in mobilizing the masses to say this is an important item. national board has done good effort to mobilize the many partners and members to keep the effort moving forward and improving I am sure this is an extremely challenging thing to do given the national economy and Washington gridlock. I do not have any suggestions. Good luck. I know board is involved in this activity and I read reports, however, I do not have any direct contact or experience with the Board regarding this activity and as such I don't feel I know enough to provide a rating Coordinate a serious budget initiative. It's time to grow. Still need to pass the authorizing statute Great job with congressional staff, need more work with foundations and corporations

3. Providing national leadership to conserve fish habitats

Performance



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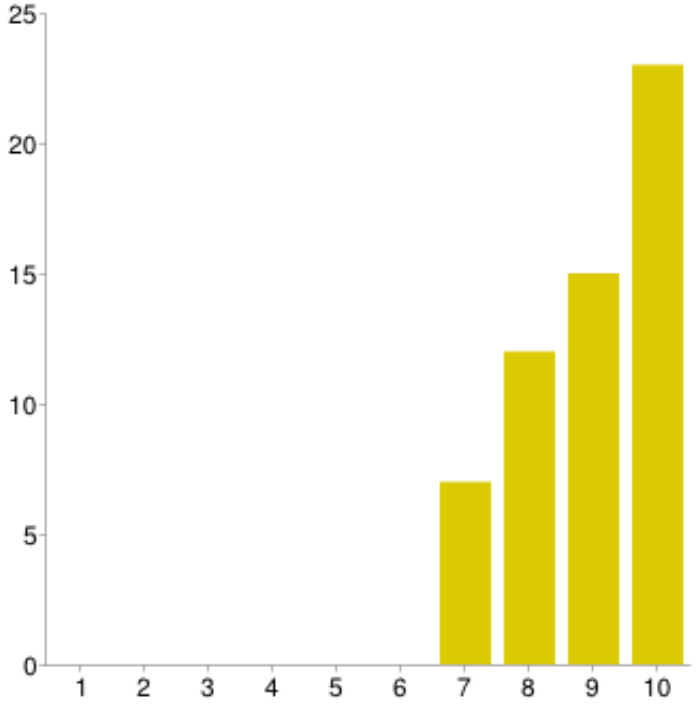
Importance



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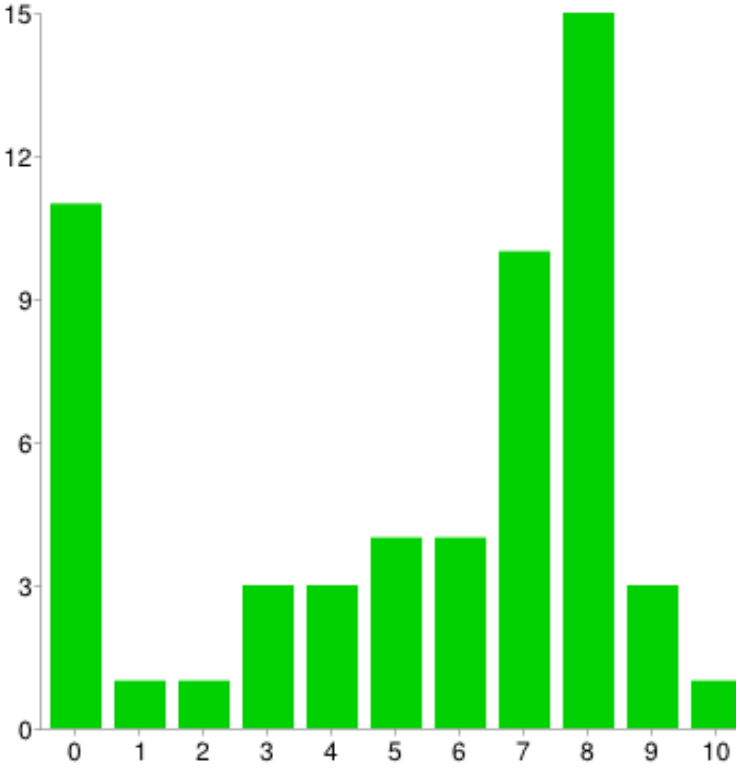
9	**15**	26%
10	**23**	40%

I think this has also suffered from fatigue because this partnership has been around for almost a decade. I think the leadership from a skeleton standpoint is there, but there is not a perceptible push from my standpoint. Again, important to coordinate efforts and lend support to all of the pre-existing National-scale conservation programs. We have made some progress here and have the right partners at the table. We has not been done is to provide a clear picture of what we want over a 5 year period. While the first set of objectives was lofty, it was clear on what was desired and the Board did not get the FHPs to buy in. We need to do a better job in the future.

I believe the Board should serve primarily as a mechanism for coordination and strategic planning. Leadership should come from the agencies and organizations that participate in the Board as they implement ideas through their respective organizations. Simply by providing good leadership and supporting the FHP's and Fish Habitat Partnership program that is providing leadership to conserve fish habitats. On many of these it's simply hard for me to gauge the work of the board as I'm not as aware of national level activities and board work, what they do and what could and say needs to be done. It makes it hard to rate! This applies to all of the above questions really. not being able to particpate more makes it difficult to chime in on how national leadership is performing. i think for such a large effort this would be a big task to undertake. See question 2 response I know board is involved in this activity and I read reports, however, I do not have any direct contact or experience with the Board regarding this activity and as such I don't feel I know enough to provide a rating Many FHPs have fought a bit of an uphill battle for recognition/acceptance from LCCs as leaders/conveners of fish habitat conservation experts. Perhaps greater leadership from Board members within their agencies could assist with this?

4. Overseeing action and follow-through on all strategies of the Action Plan

Performance



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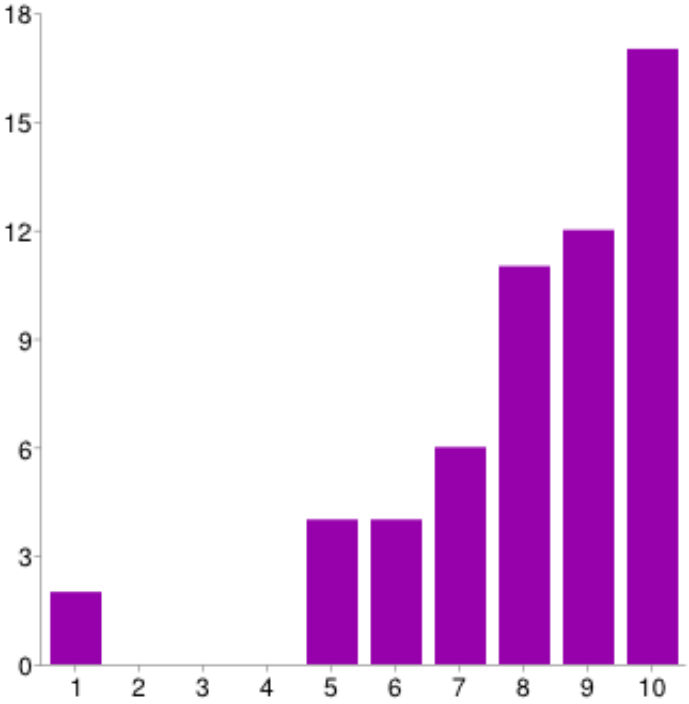
Importance



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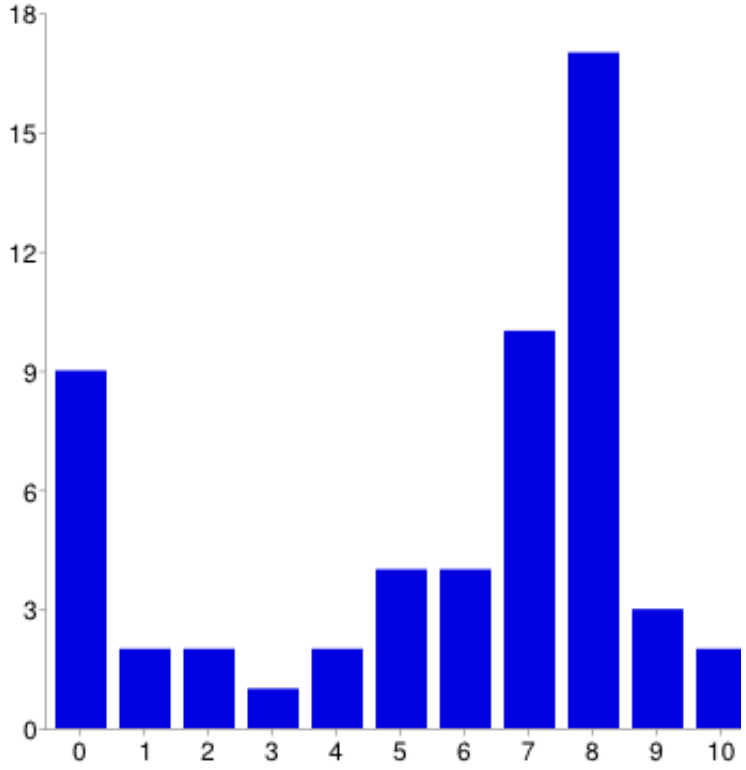
8	**11**	20%
9	**12**	21%
10	**17**	30%

We have done okay in this important area but our criteria are so watered down that it does not take much effort to do so. While I know the reluctance for the Board to give direction to the NFHPs, I think they should indicate what is needed nationally as habitat targets.. Right now, it is very amoebic and unclear what the Board wants the FHPs to do. The Board needs to motivate the FHPs to action and maybe a bit more top down pushing is needed. both partnerships i participate in are newer. so the follow through is probably something to come Again, this is from the perspective of the science-related strategies in the Action Plan. Haven't read the action plan. So, maybe a push to have local/regional FHPs to read up on the AP so that we are better informed of what exactly the AP is about and how the NFHP can and should be helping us. The difficult issue here is that ultimate control, or follow-though, is really not within the control of the Board. Once NFHP funds are awarded, as an example, the agreement is between the receiving entity and FWS. Ultimate follow-through control is with FWS, not NFHP. I know board is involved in this activity and I read reports, however, I do not have any direct contact or experience with the Board regarding this activity and as such I don't feel I know enough to provide a rating Only evidence received was copy of action plan. Tricky to do, but important.

SUPPORTING FISH HABITAT PARTNERSHIPS

5. Establishing measures of success for Fish Habitat Partnerships

Performance



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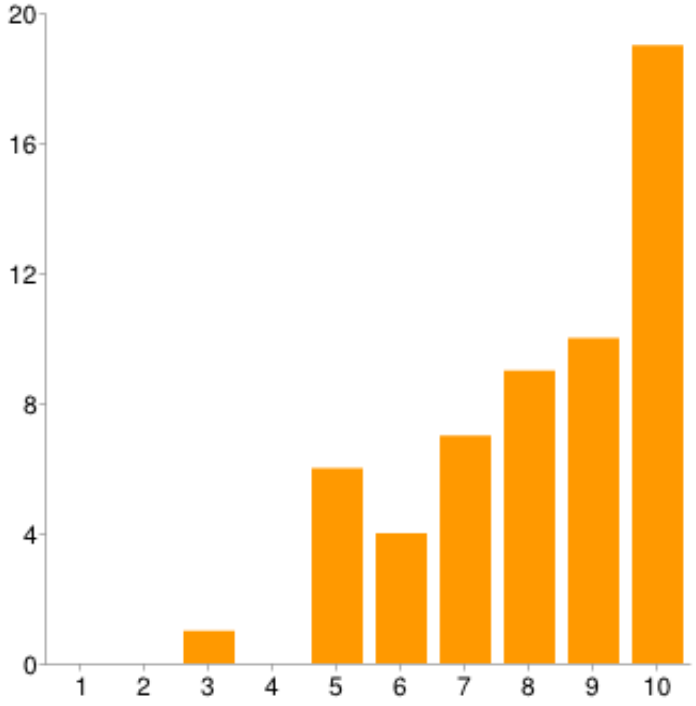
Importance



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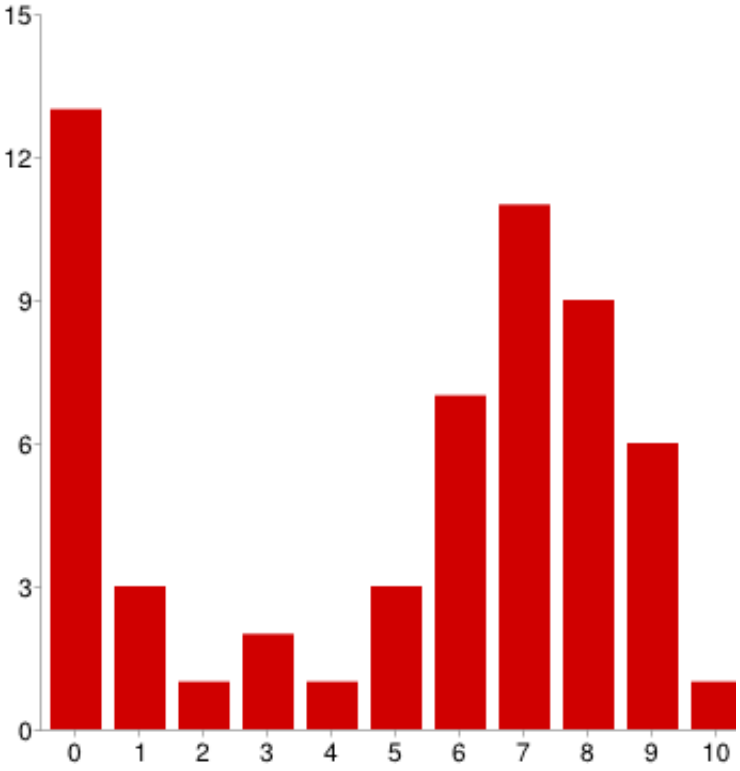
9	**10**	18%
10	**19**	34%

This is a tough one, and in the case of the new competitive allocation method, could have benefited from a draft review from FHPs. As you know Partnerships are different from one another so measures look different, and as you know as well, by increasingly placing measures based on FWS priorities it simply makes it harder to have the focus be on local priorities and a broad spirit of Partnership. NFHP has been doing a good job on this, but not sure this is

important role for Board. FHPs and their steering committees should be where this level of measure occurs. I think the performance 'test drive' completed a few years ago was very useful to FHPs and was conducted very well. It appears that measures for success actually disenfranchise the smaller FHPs in favor of lasrger ones. And that then turns into more funding for them when in fact it is the smaller FHPs that need more funding. Funding is a huge issue for FHPs and without more and adequate funding for the FHPs, especially the smaller ones, they might as well not exist. Generally, the Board and FHP are very disconnected. The Board works to serve a few FHPs and does not support the broader national fish habitat issues. For example, they release a state of the habitat report and fail to use this tool in decision making and marketing. Measures of success are vital in this endeavor, both in terms of making decisions which projects get funded and in terms of the long-term sustainability of the Fish Habitat Partnerships. Doing as good as possible with available funding. The measures of success that have but established are weak, unenforceable, and cannot be rolled up to the national level to communicate effectiveness. Set of measures developed in committee, were a good start. Hopefully the framework FWS adopted will be open to tweaks as they are used.

6. Adding value to Fish Habitat Partnerships through the NFHP brand

Performance



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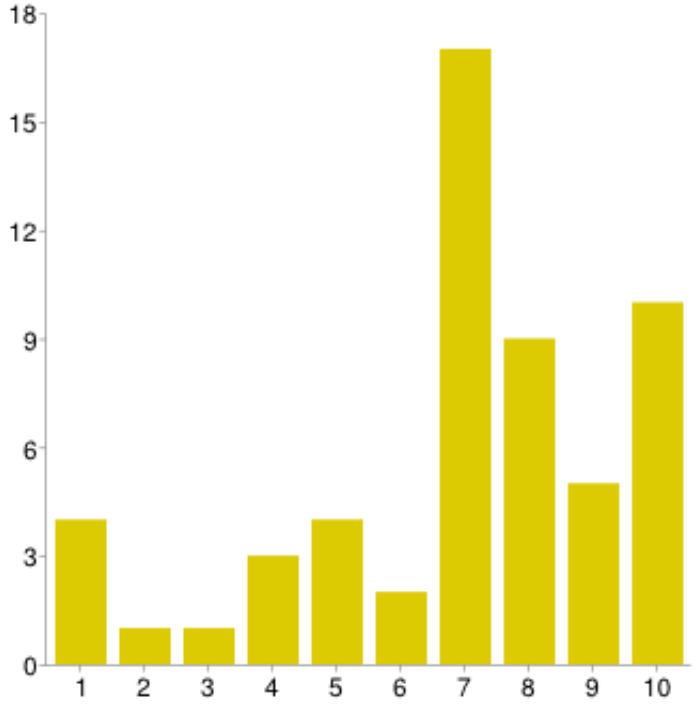
Importance



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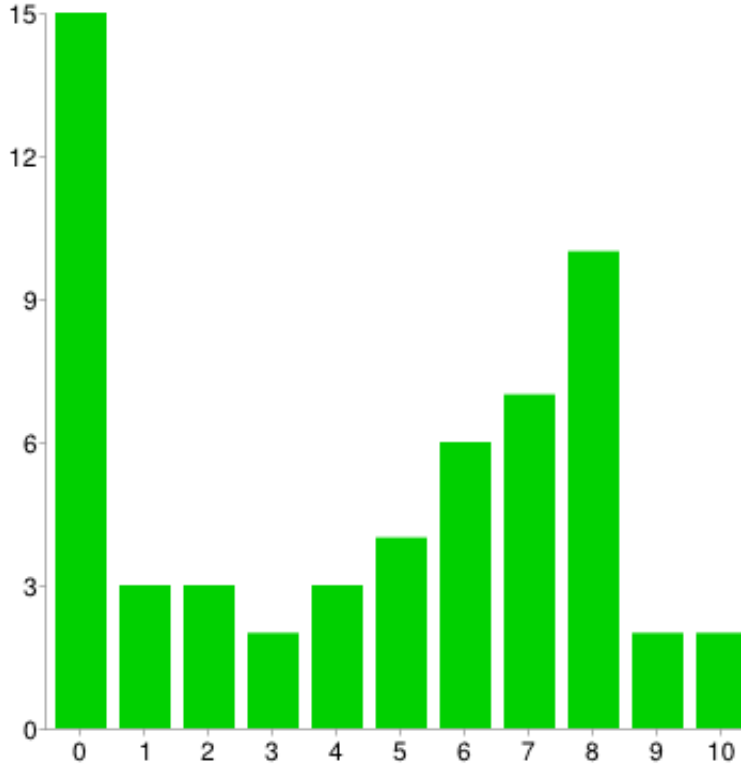
7	**17**	30%
8	**9**	16%
9	**5**	9%
10	**10**	18%

We value our NFHP recognition and rarely fail to mention it in funding proposals, but to date I am only aware of one funding agency - NFWF - that accords weight to that status when it comes to making award decisions. Hopefully this will improve with time. Continue to promote brand through partnerships. Consider ramping up work in this area. I know lots of people are very concerned with the brand but the brand without action is an issue. I suggest spending less time on the brand and more on action to show a difference in habitat. Don't see value in "branding" NFHP. FHPs should be where "rubber meets the road". FHPs are the organizations that should be branded. I'm not sure that the brand carries much weight at this point. Not done very well. I think that NFHP has suffered from acronym fatigue. I am not sure I have any suggestions to 'brand' NFHP any better than has been attempted or how to separate from the other myriad of programs trying to gain attention and funding by Congress. i am able to get regional and state attention by pointing out the nfhp not only for my two but the other 3 that are involved in CA I'm not very aware of the work the board does.

7. Taking action to address Fish Habitat Partnership concerns

Performance



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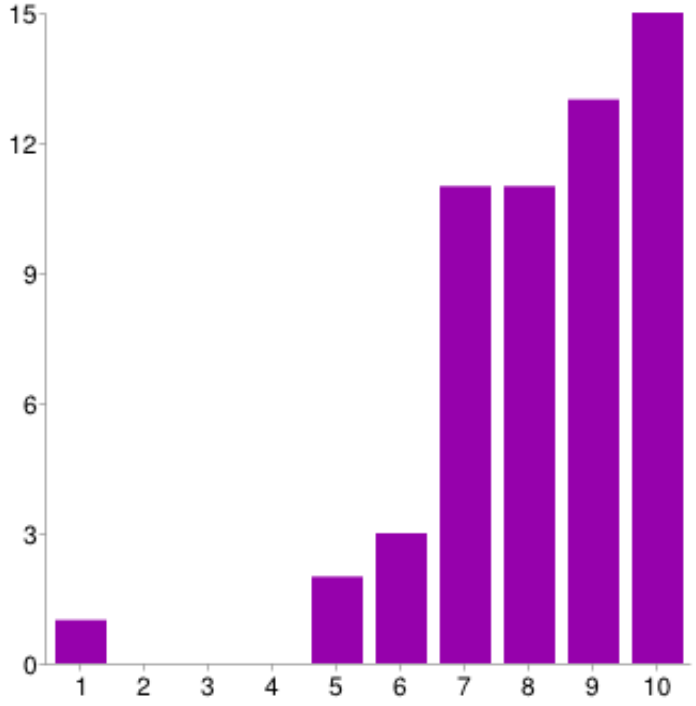
Importance



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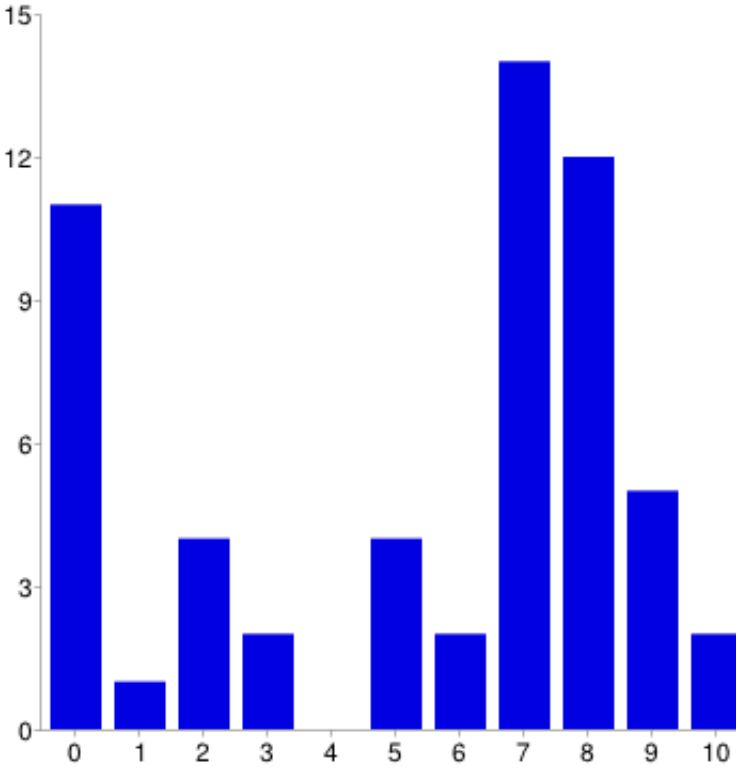
9	**13**	23%
10	**15**	27%

It's difficult to be response to 18 very different partnerships, with limited funding, but the Board has done a fairly good job of that, particularly in the last few years. The allocation process is at the forefront of this. The Board has shown poor leadership and decision making skills as it relates to fostering the FHPs and then want to make them all equal in terms of funding at least. Additionally, to seek NFWF $ in the name of providing smaller geography FHPs with equal

access is pure BS. There is a reason in the biological world that larger bodied fishes require more food intake to sustain themselves. A partial state, single species focused FHP is not equal to a FHP that spans multiple states with a single species focus or even a FHP that spans multiple states along a coastline that has multiple species focus. our board involvement and coordination has aided us to-date My sense is the board is pretty good about addressing concerns after the fact, and communicating what's coming up, but could be better in terms of pre-emptively including FHP input on say the new competitive allocation method where FHP's have an opportunity to provide direct input in advance. This is important! NFHP has actually blocked funding opportunities for FHPs by making their own multi-state grant applications. allocation of funds is disproportionate across partnerships. It is difficult to maintain partner involvement. There is not a good mechanism to consistently define concerns form FHPs. I suggest that the Board orally interview each of the FHPs annually, or ask each FHP to formally respond, to identify these issues or concerns. I think the Board has responded to FHP concerns when they have the resources to do so. The FHPs need more funds and they are not available to anyone.

8. Improving effectiveness of Fish Habitat Partnerships through training and peer interaction

Performance



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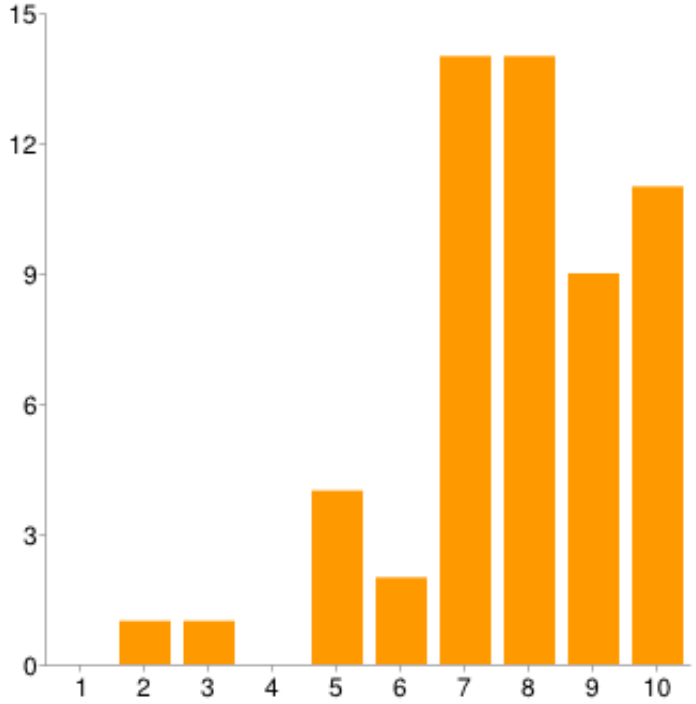
Importance



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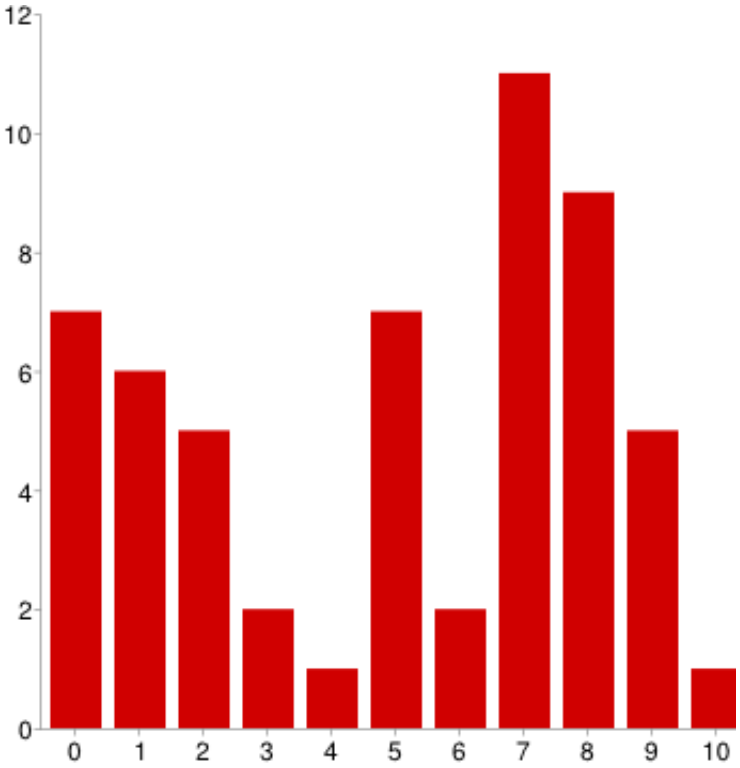
8	**14**	25%
9	**9**	16%
10	**11**	20%

The meeting in Portland was an excellent idea. Should be held annually. I would set aside 30 minutes for each partnership to present an overview of their partnership at the onset of the meeting to set the stage. Calls hosted by Tom Bushiahn are usually well done and attended. I think this remains an important service. Additionally the National Fish Habitat Excellence workshop in Portland was excellent and very useful. Excellence workshop and successive webinars was an important step in this regard. to-date i have had little training and only interaction between two partnerships directly Consider partnering with NCTC or other fed agency ed centers. I think the Board has done an improving job here and having annual meetings of all of the FHPs will continue to make a difference. The gathering of partnerships in Portland was a great step forward improving peer interaction. Appreciate the monthly teleconferences, but meeting others active in partnerships was very valuable. The Excellence Program is a great and appreciated offer from the Board. I am not aware of any training that the national Board has provided. Peer interaction is a natural byproduct of any partnership, but I don't know of anything that the Board has done to foster such peer interaction above and beyond other partnerships.

DELIVERING FUNDING

9. Developing criteria for allocating national funding and related resources to Fish Habitat Partnerships

Performance



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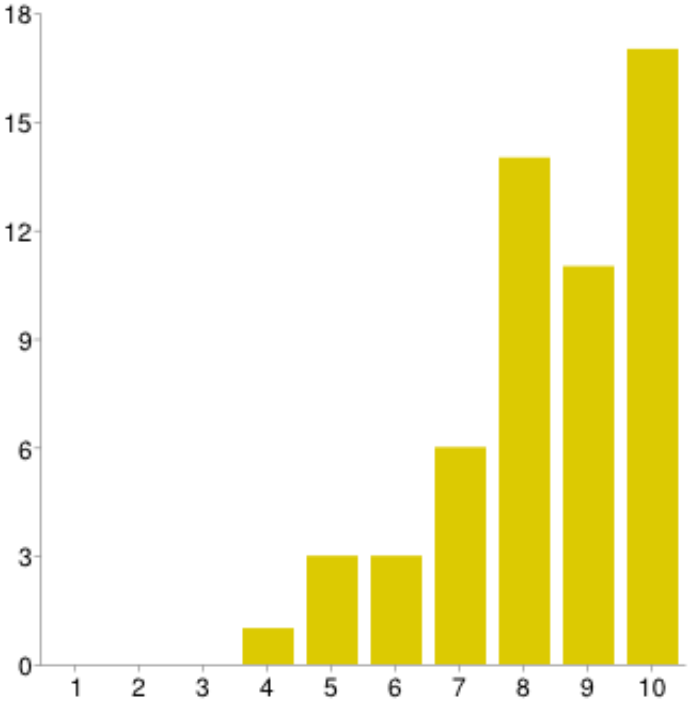
Importance



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7	**6**	11%
8	**14**	25%
9	**11**	20%
10	**17**	31%

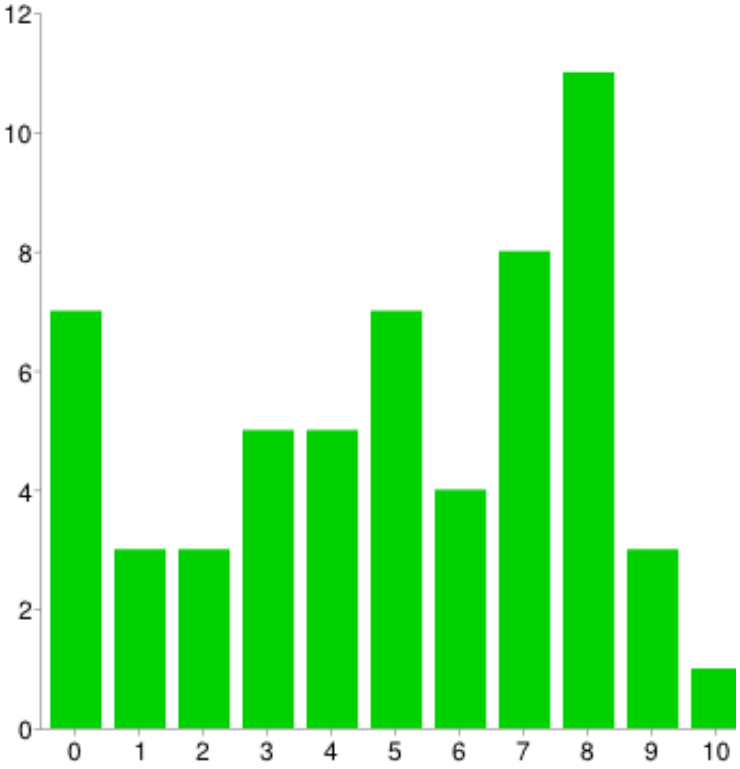
It seems like FWS has more authority over where the funding is going than the national Board. I know the Board has been struggling with developing an allocation method that is fair and supportive of the national program. I commend the effort, but have reservations about the new method so have ranked performance cautiously. The new process was done in secrecy

and did not invite any input from FHPs. The proposed method may work just fine, time will tell. Important with so many partnerships being developed. National program actually took funding from the on-the-ground work to fund itself How long does it take to determine how to fairly reallocate then implement? It seems that the process has been discussed for several years and no real movement to address This is a real struggle since the Board does not directly control this and we have to influence an outside party for this. It is critical that the Board get control of the funding through legislation. This would not be creating near the problems if the board had shown the leadership to avoid overlapping partnerships and single species partnerships. Even allowing three non-overlapping partnerships in one state (Alaska) creates an administrative drain on the system with little efficiency to improve habitats. Set of measures developed in committee, were a good start. Hopefully the FWS will be open to tweaks in the framework adopted for allocating FWS-NFHP dollars, with time. Some work still needs to be done with regard to the MSCGP - seems a shame that individual FHPs should be competing with the Board for operational funding. Perhaps the new FWS-NFHP funds will alleviate this? Too much emphasis on new partnerships, not enough on taking care of existing partnerships. All the FHPs are going to starve under the new allocation, particularly the larger FHPs. Larger FHPs require more resources to operate and be effective than smaller ones - seems like a no-brainer. You wouldn't feed a cow and a rabbit the same amount of food and expect the cow to survive. It would be better to have six healthy and thriving FHPs than 18 that barely get by. Funding is so important that without it a FHP couldn't do work on the ground. Thus, it seems that the same large FHPs continue to receive the bulk of the funds, while the small ones receive less, and less each year. Again, this puts the small FHPs in a bind to attempt to get projects started and completed. The lack of funding is so great at the local level, that only one or two projects can be partially funded, let alone fully funded. Outstanding job. Decentralization of FWS has a been a barrier to this from the beginning. Staff to the Board, esp. Tom Busiahn and Cecilia Lewis, have been superstars in overcoming this mess. Funding for NFHP and Fish Habitat Partnerships has been too concentrated with the USFWS. More diversity in available funding and flexibility in how to spend the funds would help NFHP better target funding towards achieving its conservation objectives. If the Board was seeking funding on their own, I might view the performance a little different, although not much. As the Board is trying to direct funding - mainly USFWS and totally bailed on any effort for other Federal agencies, I'd say the Board has just been a greedy bunch. I reiterate that the Board has poorly attempted to distribute funds across FHP based on geographic span, multitude of habitat issues and number of species impacted in their allocation mindset. It has erroneously sought to make all equal, when their own report illustrates the issues across the nation are not. This allocation methodology is cryptic and likely to be gamed by the partnership themselves. For FY14, it looks like funding decisions may be delayed until May or June, effectively delaying progress on current projects. the process that has been developed has aided the two partnerships i am part of Endorsement, even without funding, should make funding from other sources more forthcoming. It's an unquestionably difficult task, and highly unlikely you could do it to the satisfaction of all, but I would say that running draft versions by FHP's in advance of the roll-out and getting our

feedback to make it an improved criteria and process would have been a preference. As you know Partnerships are different from one another so measures look different, and as you know as well, by increasingly placing measures based on FWS priorities it simply makes it harder to have the focus be on local priorities and a broad spirit of Partnership.

10. Developing processes that prioritize the use of National Fish Habitat Action Plan funds

Performance



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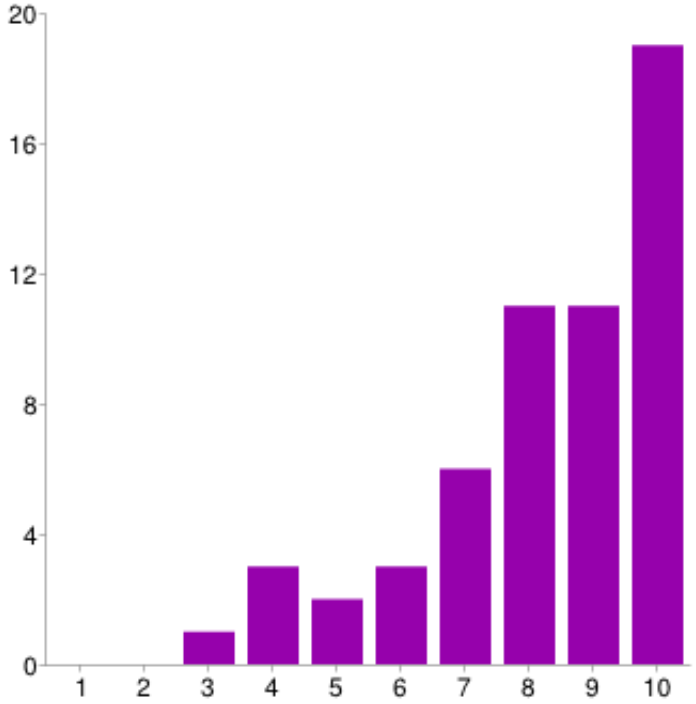
Importance



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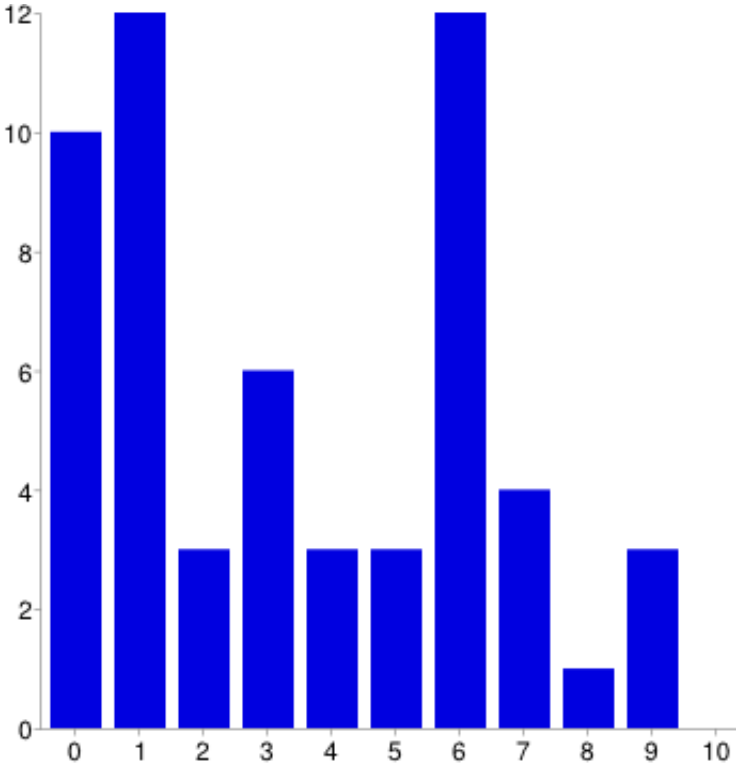
9	**11**	20%
10	**19**	34%

I think this has been a struggle for the Board given the tiny amount of funding and the Board's inability to really influence FHP spending which is the majority of the funding. The current Board priorities for their funding is reasonable but the problem is influencing the majority of the funding. Funding process in general is opaque and seemingly haphazard. At least the methodology acknowledged the need for operational support of the FHPs, so that was an improvement. Seems like much of the total allocation is consumed by FWS and Board coordination services. Important with so many partnerships being developed. The new allocation formula should suffice. See comments in #9 – repeat kudos for Tom and Cecilia. we are just starting to understand how this is all working but we think the process has aided us Prioritization of NFHAP funds should be left to the FHPs. The development of suggested prioritization criteria to be used as a guide, versus a requirement, was the right approach. Fiscal responsibility is of extreme importance in this day and age of public scrutiny but I'm not sure that the process developed by the Board would live up to extensive scrutiny (more of a criticism of the clarity of the process than the allocation of funds). If you are referring to the new competitive allocation method, then my sense is that having a base fund available to all FHP's is important. I'd prefer to see the base rate increased and competitive funds a smaller proportion. Seems to me that sharing funds between Partnerships, and the board to cover basic needs and functions, projects is a basic and effective process and by having a certain base fund divided between FHP's that helps serve to keep efforts grass-roots and local. Same thoughts as in 9. The suggested new measures for distributing funds, will put the smaller FHPs "out of business". The old way was hard enough, but the proposed will kill us. The NFHP needs to listen to ALL the FHPs and get our opinions and suggestions on how to address funding distribution. Funding should NOT be based on simply success, but on needs of the FHPs (smaller ones included) and how the FHP is able to get other funding. Funding from outside

sources is easier for some than others. So that should be taken into account. It is essential that funds are prioritized.

11. Developing expanded sources of funding to address needs and priorities of Fish Habitat Partnerships

Performance



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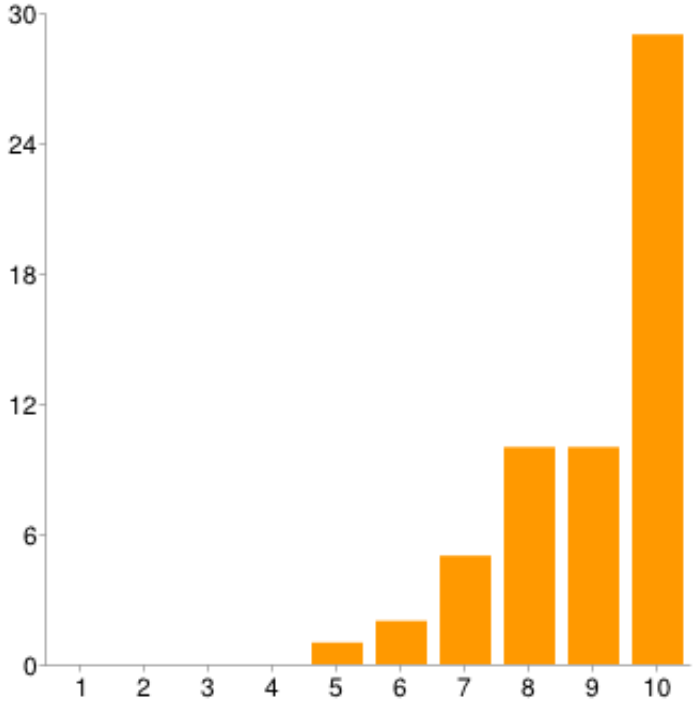
Importance



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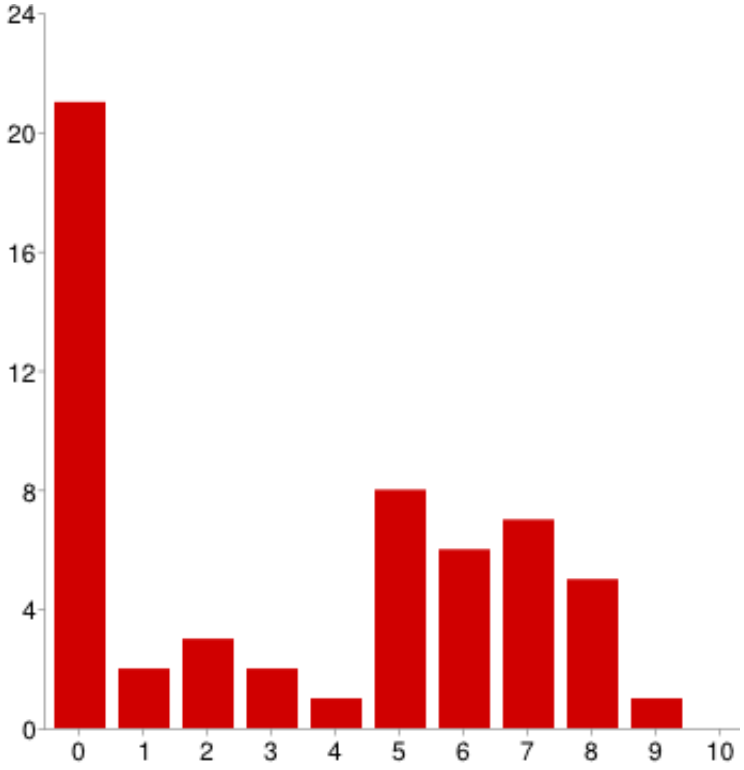
8	**10**	18%
9	**10**	18%
10	**29**	51%

both partnerships are doing better financially because of the processes and prioritization This is one of the biggest failures of the Board. They've only sought funding from one source really and even only one Agency in that effort. They really haven't secured expanded resources for that Agency, but more hijacked it. They have done the same with NFWF funds. SHAMEFUL!! I'm looking forward to what may result from Joe's work and the important 501(c)(3) component is in place. Important with so many partnerships being developed. Especially in the case of candidate Partnerships like Southeast, and any future ones, this is key. With decreases in funding allocations in many cases and uncertainty this seems increasingly important. Helping FHP's bundle efforts would be great. I haven't seen much board success here, but am aware the board is developing plans to become more active in this area - so my rating reflects the current state of affairs. That being said, it is more a responsibility of respective partners in a partnership to help raise support to match their funding provided under NFHAP This is an area that we have struggled to gain traction and it is holding up many other efforts. Funding growth is stagnant. No state or federal agency should be expected to do this. This must come from the Board. The pending 501(c)3 may improve this situation. I think other agencies can collaborate better at the federal level. We've observed great things locally, but it's hard to accomplish large projects when you need walnuts are you're given peanuts. If the NFHP can garner such support, it needs to then go to the local level FHPs not to the cost of running the NFHP. Cost s for that should come out of another source (e.g. Agency funds) The level of private sector funds that NFHAP has developed pales in comparison to that of Waterfowl Joint Ventures. Much (not all) of the "new' federal funds dedicated to NFHAP result from a shifting of shells (reclassification) of existing budgets than reallocation to habitat needs. It would be nice for the board to assist partnerships with this topic Very important if the FHPs are going to be successful. The Board is on a good track pursuing a 501c3 and corporate engagement

strategy. I haven't seen the national board leverage any funding source outside of the dollars given to it by Congress Nothing has been accomplished in this regard.

12. Developing fiscal management tools to assist Fish Habitat Partnerships

Performance



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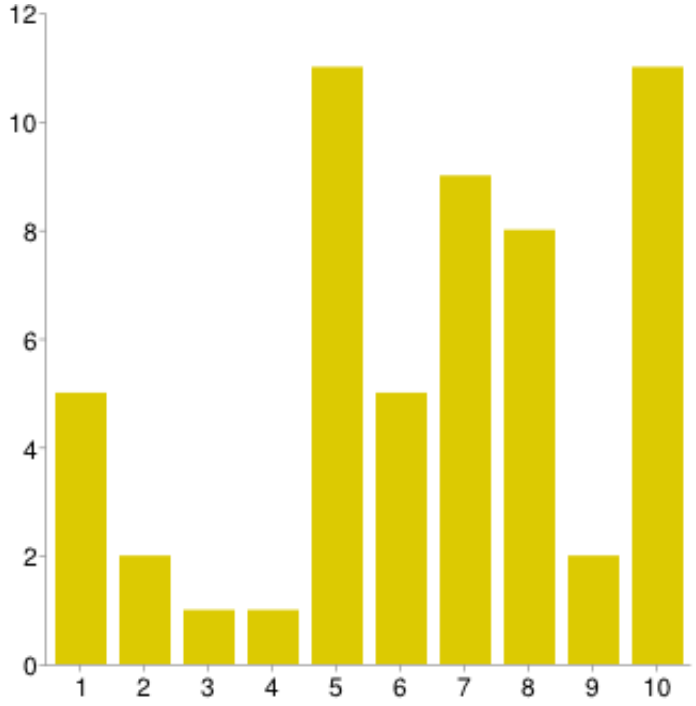
Importance



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7	**9**	16%
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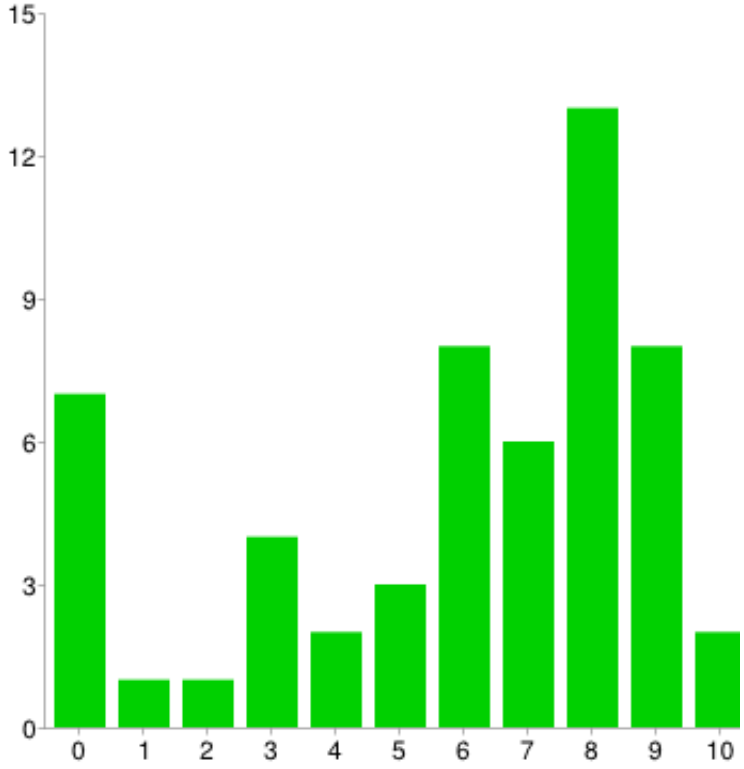
9	**2**	4%
10	**11**	20%

i am not aware of the tools. our national board member, coordinator aid us in keeping on course with internal management Assuming the 501(c)(3) status comes to pass, this should be very helpful to the FHPs. I'm unclear why this is necessary - our partnership is an unincorporated association, we don't maintain our own bank accounts,most of us work within government or the NGO sector. It may be valuable for those of us managing our own NGOs, but we have other ways to get that training. The training, if any, would be managing the federal grant system, but most of us by now have managed several federal grants. Important with so many partnerships being developed. I think the in-kind services should be counted in our new tool. It's really hard in some areas to come up with funds to help support our fish projects. If the FHPs are self-sustaining partnerships, the Board does not need to help them management funds. I don't see this a responsibility of the Board, but that of individual partnerships. The development of a 501C3 that would be available to the FHPS would be invaluable. We have not really provided a standardized way to provide accounting information to the Board or others on the work of the FHPs. This should be done. I have heard that these tools have been developed, but I have not yet seen them. I did not find them on the NFHP web page just now. All partnerships should be required to meet minimum acceptable levels of accounting practices, NFHAP should establish standards and guidelines above these only to meet overall national program reporting needs, but leave it to the Partnerships to implement them.

MEASURING & COMMUNICATING THE STATUS & NEEDS OF HABITAT

13. Advancing the scientific basis of measuring fish habitat condition

Performance



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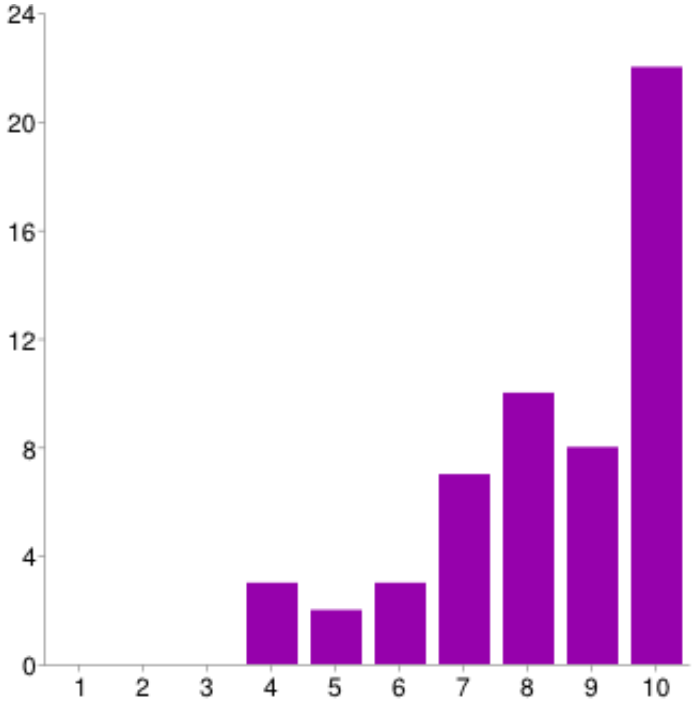
Importance



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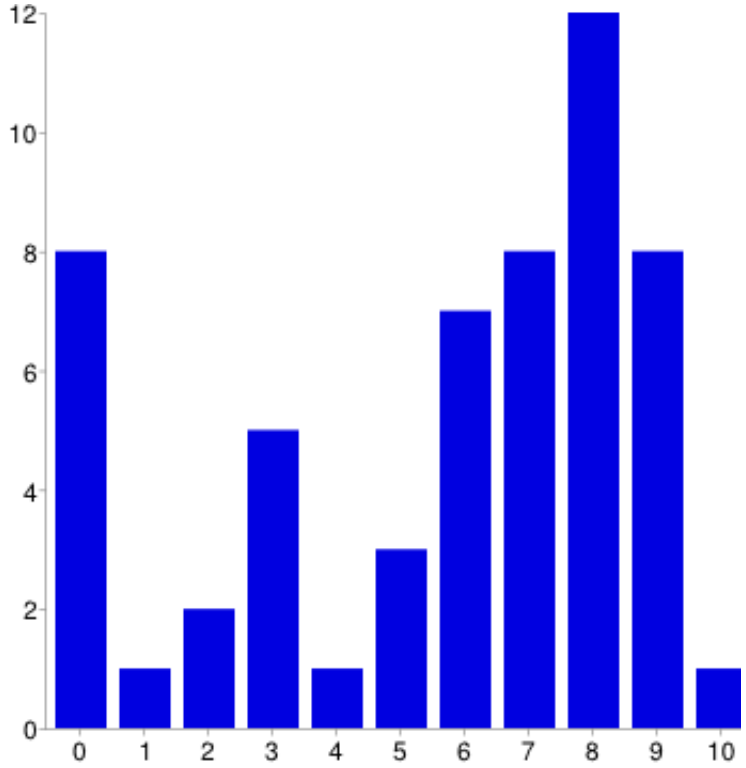
8	**10**	18%
9	**8**	15%
10	**22**	40%

Leadership from Board on science issues needs to be more of a priority. Perhaps a better goal for the research arms of existing agencies. Th National Assessment was an important first step. current assessment of fish habitat does not take into account the most important aspect of fish habitat---water availibility, diversions, dams, periods of dewatering, etc. There has been great progress done here by Gary and Andrea. Nice work. Would like to seem more federal leadership in this area. Unsure that this should be a Board priority. The 2010 assessment report was widely promoted and well-received, and follow-up articles have been published or submitted to the peer-reviewed literature. This will enhance the visibility and credibility of NFHP in the scientific community. Not sure about the status of the 2015 assessment, although perhaps I have not been tuned into the most recent discussions. lack of funding to accelerate this effort Great work! We are better off than we were 10 years ago but I'm not sure how much of this is attributable to NFHAP. Climate change programs have seemed to drive more of the science around measuring fish habitat condition than NFHAP has done. This is where most of my knowledge of NFHP comes from and I think a real effort has been made to bring good knowledge and understanding to the process. Going a great job, but at cost to FHP's operating funds. It is critical that we develop the necessary information to allow managers to directly influence landscape habitat through their actions. This has been a large technical challenge and we are struggling with the number of seemingly duplicate efforts across the landscape, particularly with LCCs, that we do not know about until they already have legs. We have made progress but have a long ways to go. for one partnership we have not taken advantage of national science; for the other i am not sure if we have National scale assessments are not particularly useful at the regional scale for planning/implementation.

14. Collating information to measure threats and condition of fish habitat on multiple scales

Performance



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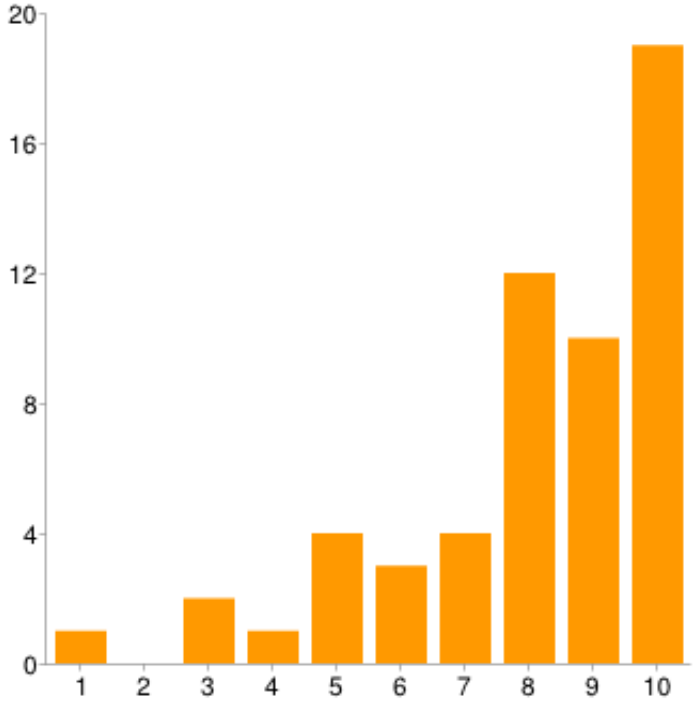
Importance



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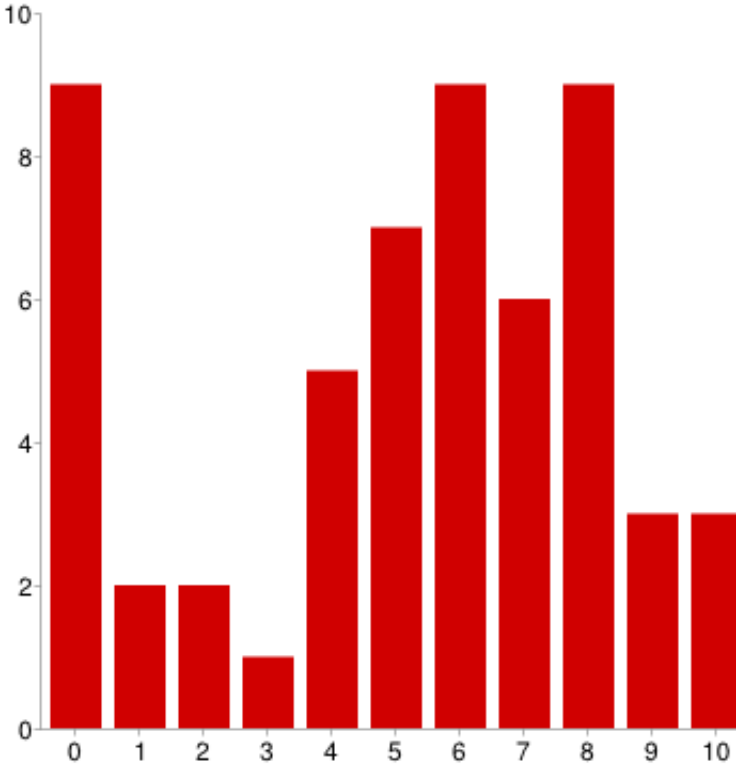
9	**10**	18%
10	**19**	34%

Perhaps a better goal for the research arms of existing agencies. While the NFHAP Assessment has been touted as the "first ever assessment of fish habitat" it really is just a prediction of the potential threats of a couple of dozen variables to aquatic habitat at very large geographic scales. Some of the data sets compiled for the assessment may be of use to the individual partnerships, but we still have no benchmark for measuring whether NFHAP

partnerships (or NFHAP funding) have improved fish habitat. Every one of the Partnerships could be 100% successful but still not show up as a bip on the radar t if the existing NFHAP Assessment were repeated in 10 years. At the outset of NFHAP, measurable benchmarks that could be used to communicate the success (or lack thereof) of NFHAP) were deemed important, but we have failed completely at setting those benchmarks or being able to roll individual measures of progress up to the national scale. Same comments as #13. Well done. The Board supported the 2010 assessment, and also development of the data system to serve results within a geographic context. The scaling issue is tricky - not all indicators are measurable or relevant at all scales. I can understand that providing this information may be important to justify continued government funding. However, we are engaged in gathering this kind of information in our local area and do not expect it would be useful for another partnership. lacks adequate funding Hopefully the second assessment will incorporate more regional/local data vs. just national scale data. However, given limited funding, perhaps the National Science and Data committee should focus on providing support to the FHP assessments, rather that conducting separate assessments? this is just starting for us We continue to struggle to get the FHP data into our overall data system and really are struggling to find out about the many other efforts ongoing at this time. This is incredibly frustrating and is a seemingly insurmountable issue even though the same agency maybe funding NFP science and data efforts along with other similar efforts across the landscape. I worry about NFHP over-investing in this area. This stuff is nice to know for describing need, but other factors will continue to completely mask NFHP impact at anything other than local scales without significant infusion of funds (i.e., 100's of millions per year).

15. Promoting the collection of new information on the status of fish habitats

Performance



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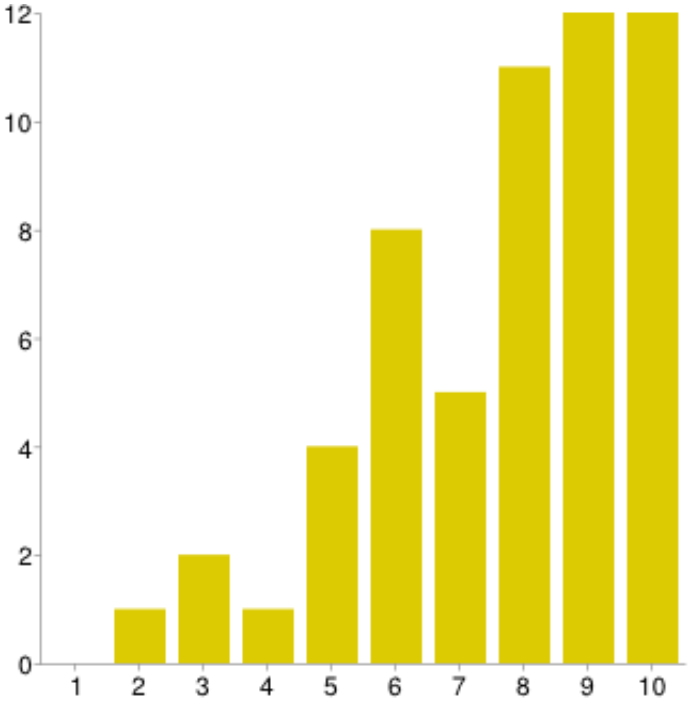
Importance



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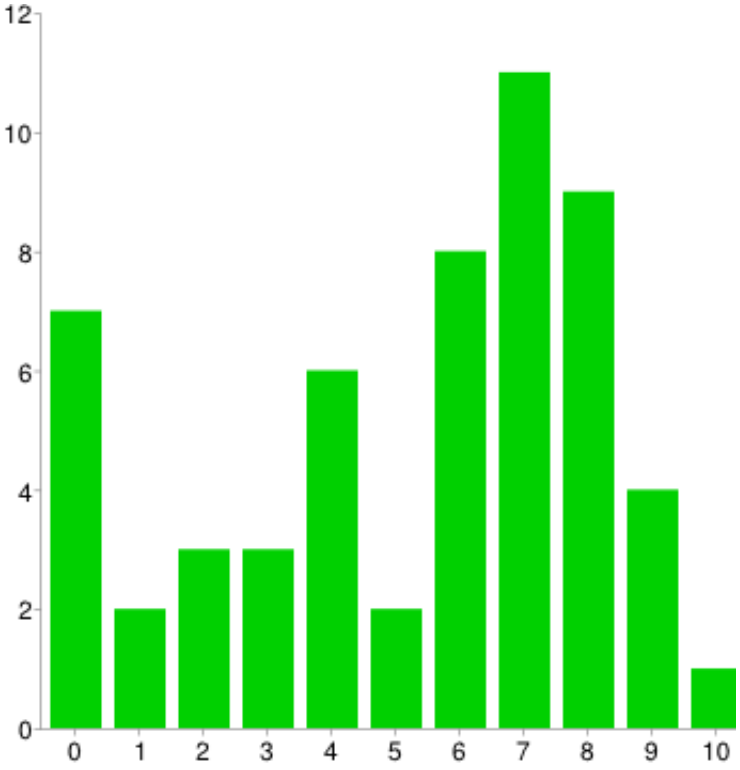
9	**12**	21%
10	**12**	21%

Perhaps a better goal for the research arms of existing agencies. I believe that all partnerships are developing information on the status of habitats, but this is not consistent across those partnerships and therefore of little use in communicating changes in habitat condition across the U.S. for one partnerhip, we do this intenrally; for the other we are just starting The Board can promote this, but much of the assessment work under the NFHP

banner to date has been done with data from pre-existing programs. This is okay, since launching new science and monitoring programs for "collection of new information" generally requires funding and mandates beyond those of the Board. What the Board CAN do on this is communicate support for the ongoing science and monitoring programs that are directly helpful to NFHP's efforts. Not sure what is meant by new information - new types of information or "new" in the sense of updates / more current information lacks adequate funding FHPs have done this, though not through actions of the Board itself. See response to question 14. - We continue to develop new datasets at a slow pace because of the general lack of resources. Our inability to acquire MSGs or LCC funding to push key process data forward has left us moving at snail pace at times. This is in no way a issue for the Assessment Teams who are doing very good work with the resources provided. The problem is getting enough core resources really move the ball forward at an increasing rate.

16. Communicating the status and needs of fish habitat to stakeholders and the public

Performance



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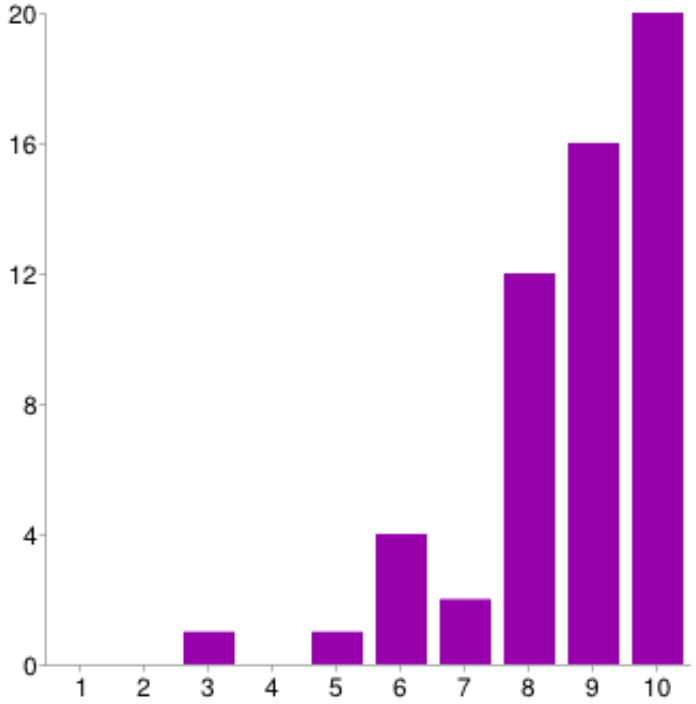
Importance



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7	**2**	4%
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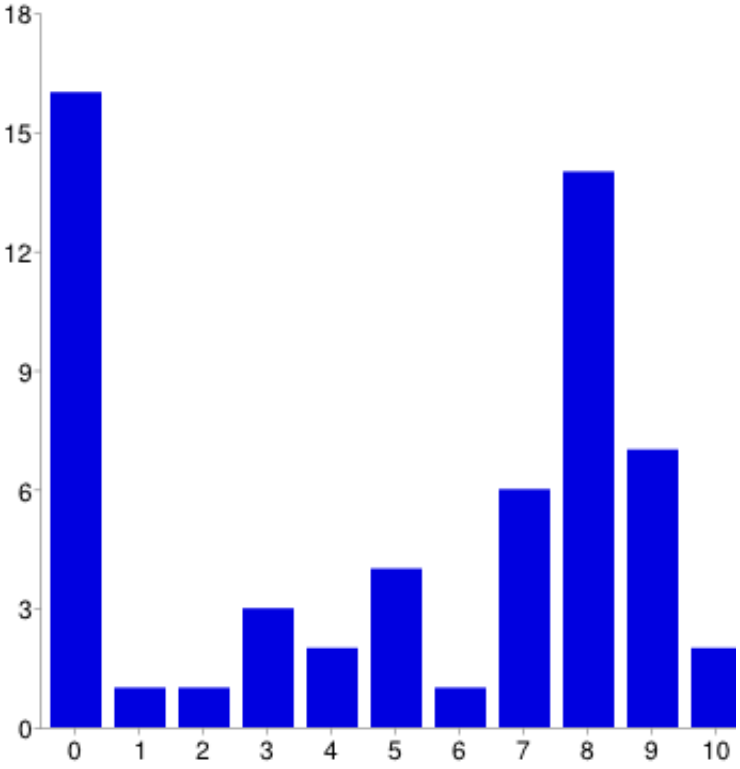
9	**16**	29%
10	**20**	36%

This is the role of the FHPs not the NFHP This is a very difficult task. I do not have the professional expertise to make any suggestions to improve this. Generally, I think it more important to communicate that status to those agencies of state and national government that are engaged in the kind of activities that compromise fish habitat. Often is is government authorized projects that are the real problem. Would score this higher, but "public" implies general public, not segments of public (anglers, relevant agencies). This is so hard to do with today's society. I think the FHPs can do more. we are just starting The fish habitat assessments have not been used effectively to communicate the habitat needs of fish species. This is one of the areas that we do well but our message still does not seem to be getting through to our public. We need to motivate the masses but we do not seem to be as most resource users have never heard of NFHP in spite of our many efforts. I guess this is not a surprise given the small amount of investment we make in this area. Much of the NFHAP national communication gets "lost in the noise" of other aquatic habitat news (e.g., American Rivers etc.).I hope that individual partnerships are having better success at communication at the local/regional level. Board doesn't even reference the status of fish habitat report in any allocation discussions. If you can't use it internally, how do you expect stakeholders and the public to value it?

BOARD OPERATIONS

17. Using a transparent decision-making process

Performance



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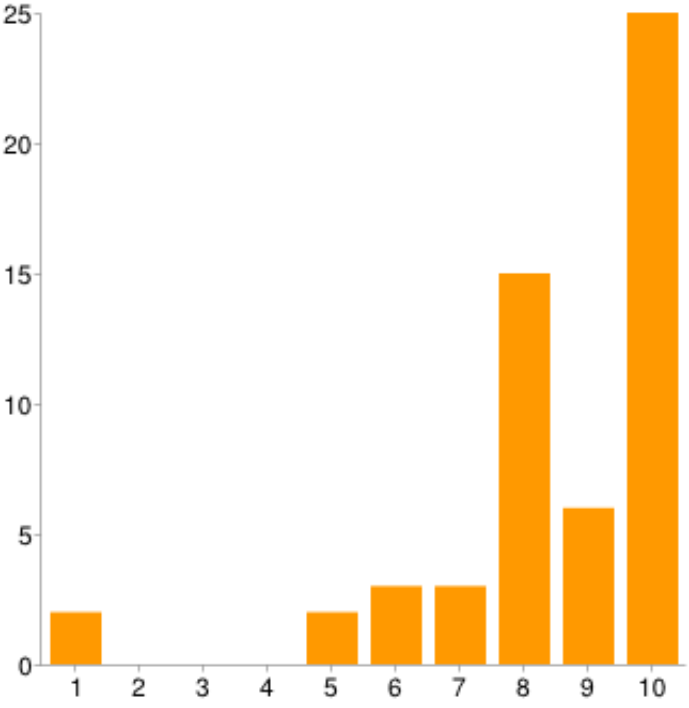
10	**2**	4%

Importance



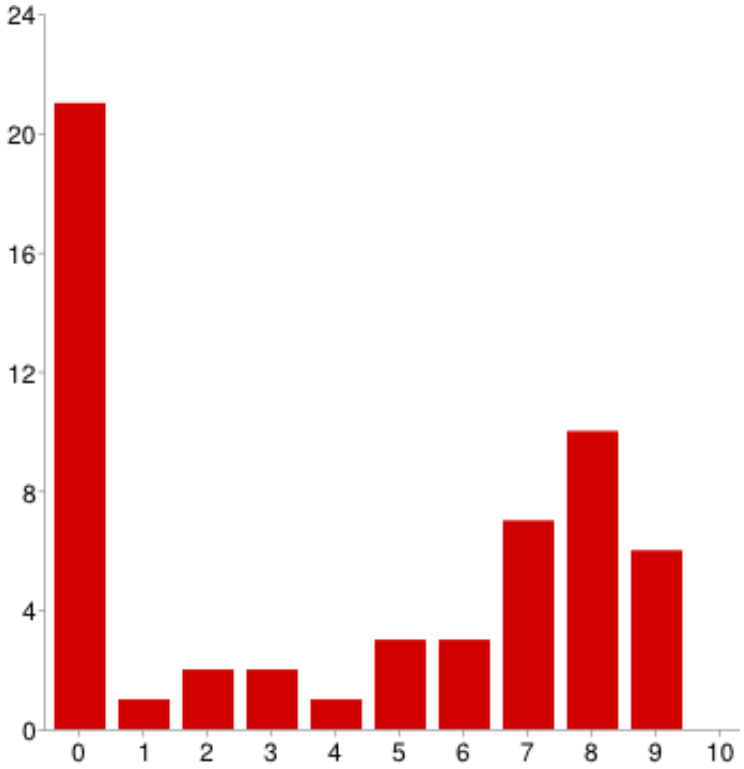
1	**2**	4%
2	**0**	0%
3	**0**	0%
4	**0**	0%
5	**2**	4%
6	**3**	5%
7	**3**	5%
8	**15**	27%
9	**6**	11%
10	**25**	45%

for one partnership we are just starting to understand the process This is an area that the Board does well and makes every effort to do so. From limited experience, it appear the process is sufficiently transparent. I don't hear complaints about decisions made in secret. Definite improvement in terms of providing access to Board meetings via conference call

webinar set-up, but important information is not always clearly forward out to the FHPs. It seems like it takes a long time for the board to make decisions on some items. Overall though - great job! Transparent - yes. Open to input - no. Board processes seem adequate. Both FWS and the Board have been impeccable. Board meetings are open to the public, and there is usually some attendance by interested public and NGOs etc. I have attended several when the location was convenient.

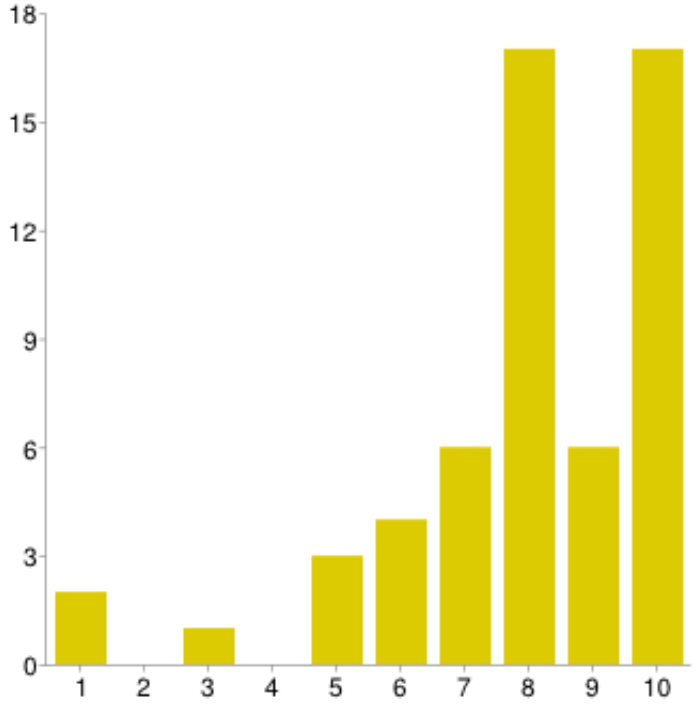
18. Holding effective Board meetings that meet the needs of the broader partnership

Performance



0	**21**	38%
1	**1**	2%
2	**2**	4%
3	**2**	4%
4	**1**	2%
5	**3**	5%
6	**3**	5%
7	**7**	13%
8	**10**	18%
9	**6**	11%
10	**0**	0%

Importance

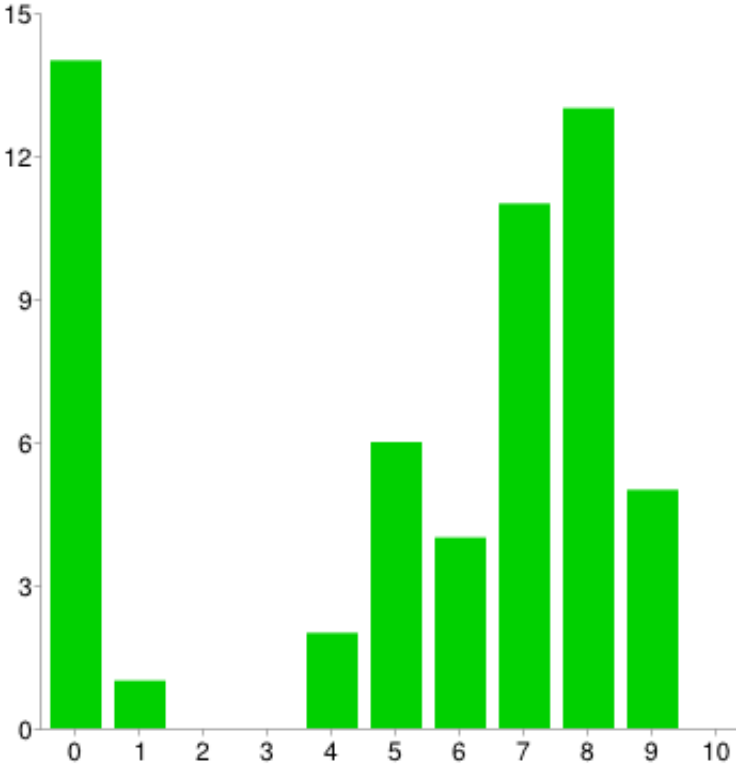


1	**2**	4%
2	**0**	0%
3	**1**	2%
4	**0**	0%
5	**3**	5%
6	**4**	7%
7	**6**	11%
8	**17**	30%
9	**6**	11%
10	**17**	30%

Definite improvement since the first year period; consistency in Board member participation has helped make for more informed discussion/decisions and productive meetings. These are laughable meetings. Wondering if the agency partners could foot more of the bill? It's sad to see so much NFHP funding go towards meetings when we could be removing dams and doing more for fish habitat. Our partners all come to our meetings on their own dime. We have only 2 face-to-face meetings per year and have webinars to conduct any other important business. Effectiveness could be enhanced by reducing what has become excessive use of Board member proxies (with no offense to the proxies intended). Although I do not attend Board meetings in person, I frequently call in for topics directly related to my participation. My experience participating in this way has not been positive or productive. Board meetings tend to focus on the same few topics of special interest to some Board members and don't do a good job addressing the multiple needs and interests of its members. The Board meetings cover all of the essentials and really require improved engagement by some members of the Board who are clearly not ready for the meetings. This needs more enforcement. Meetings should also be held regionally. For example out west. Northwest, Southwest, Midwest, etc. Having meetings in D.C. don't give FHPs the opportunity to truly interact with the Board and give our side of the story so to speak. We need to be able to talk with the board face to face to truly state our case about our needs and desires. Without that interaction on a direct scale, it is impossible for the NFHP to truly understand what our needs are and th=us how to distribute funds and set the rules for doing so. Conference calls and emails just don't cut it. The Board seems very disconnected from the individual partnerships. I will elaborate later. I have attended one meeting since Board recognition. It was a pleasure to present and update the Board on our partnership. I assume it is a regular feature of each meeting that a partnership will get to make a presentation.

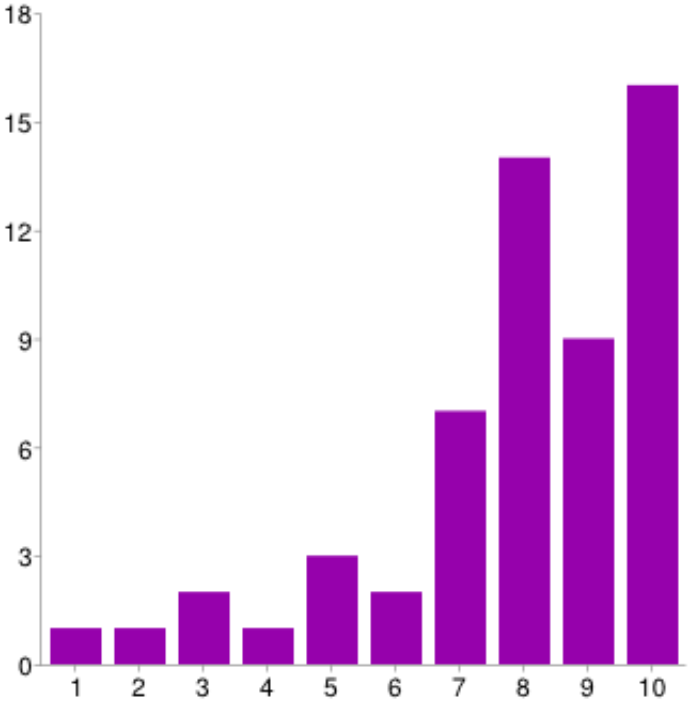
19. Monitoring the progress of achieving National Fish Habitat Action Plan objectives

Performance



0	**14**	25%
1	**1**	2%
2	**0**	0%
3	**0**	0%
4	**2**	4%
5	**6**	11%
6	**4**	7%
7	**11**	20%
8	**13**	23%
9	**5**	9%
10	**0**	0%

Importance



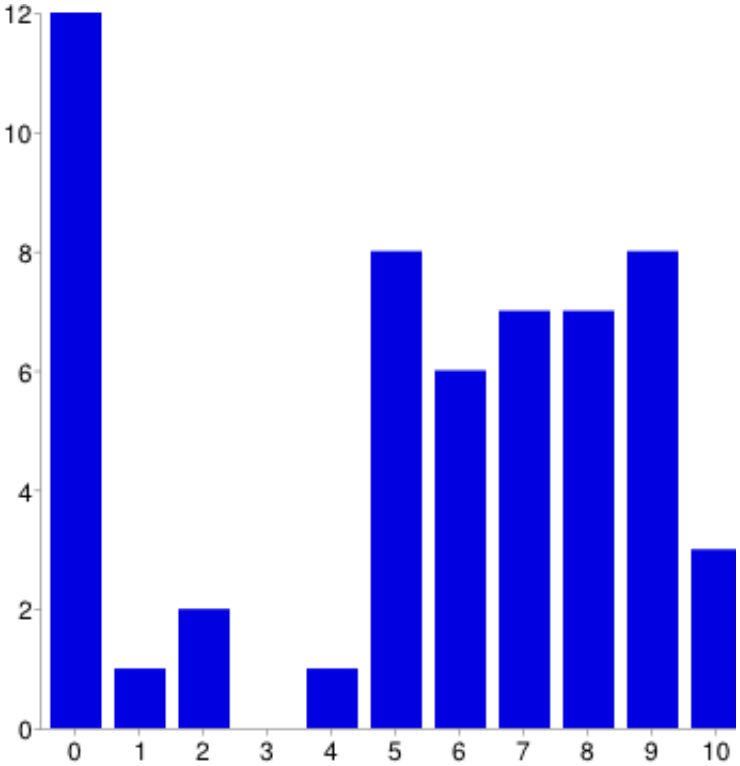
1	**1**	2%
2	**1**	2%
3	**2**	4%
4	**1**	2%
5	**3**	5%
6	**2**	4%
7	**7**	13%
8	**14**	25%
9	**9**	16%
10	**16**	29%

This can be tricky - the benefits of habitat conservation (preserve, restore, enhance) can be difficult to measure, especially on the short time frame at which programs are evaluated. In general, the monitoring of progress is sufficient. Unclear what progress has been made since presentation at the FHP Excellence workshop.

20. Using and managing standing committees by defining roles, assigning tasks, and holding committees accountable (respond for each Committee separately)

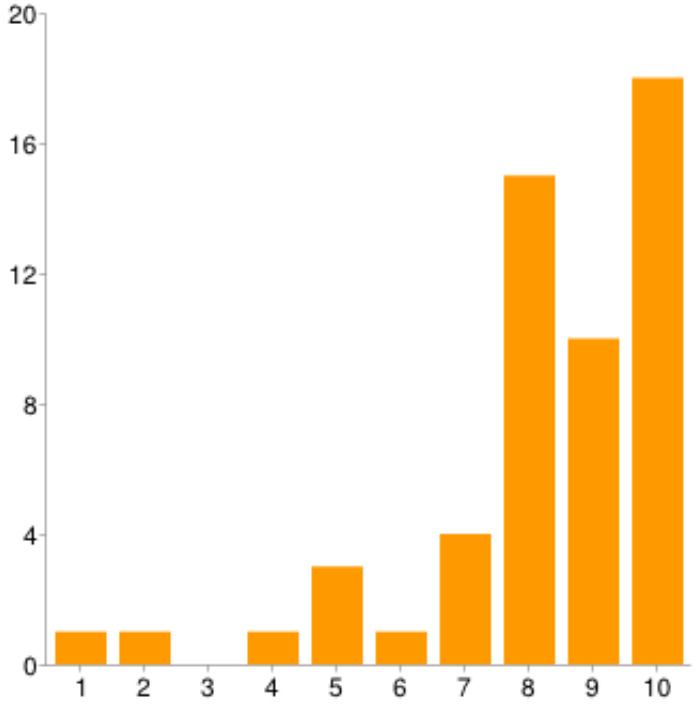
20a. Science and Data Committee

Performance



0	**12**	22%
1	**1**	2%
2	**2**	4%
3	**0**	0%
4	**1**	2%
5	**8**	15%
6	**6**	11%
7	**7**	13%
8	**7**	13%
9	**8**	15%
10	**3**	5%

Importance

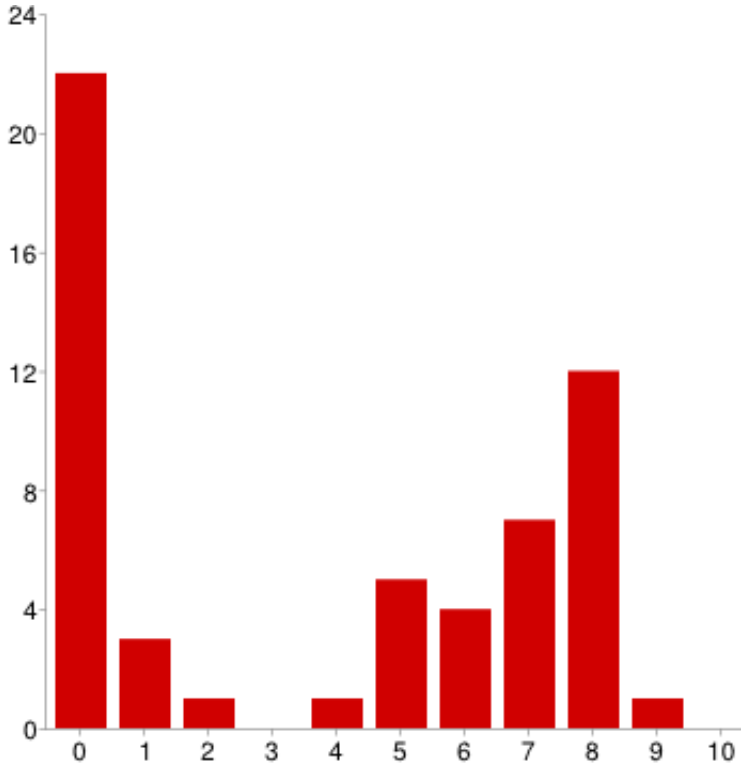


1	**1**	2%
2	**1**	2%
3	**0**	0%
4	**1**	2%
5	**3**	6%
6	**1**	2%
7	**4**	7%
8	**15**	28%
9	**10**	19%
10	**18**	33%

S&D Committee gives frequent updates to the Board, but less often to the FHPs. Often FHPs are unclear as to what activities the Committee conducting. Perhaps if the liaisons were better looped in, this might help? Science and Data Committee progress has been hampered in part by lack of leadership and guidance from the Board. Seem adequate Great committee. Science and data are very important. However, often there seems to be over-subscription to the notion that sci & data play a paramount role. There also seems to be some level of fund-hunting by academic opportunists. NFHP should not be a source of funding for academic esoterica. All research and survey work should be able to demonstrate a DIRECT measurable improvement to projects. Consider adding some FWS oversight to research expenditures to keep everything above board. This committee's performance has been okay but has continued to struggle to get to the process level information that will unlock the ability for managers to really influence habitat. This needs to be the focus to 2020 and resources need to be found to make this happen. doesn't seen that much progress is being made on this committee Needs more resources and a full-time coordinator. I haven't kept up with the most recent activities of the Science and Data Committee, and interaction with the Board. no first hand knowledge Most of what the Board hears is personal opinion of the committee chairs and not the input of the committee members. There is little activity at the committee level - when was the last meeting of the science and data committee or even conference call for anything other than informational purposes? inadequate resources improve their communication

20b. Communications Committee

Performance



0	**22**	39%
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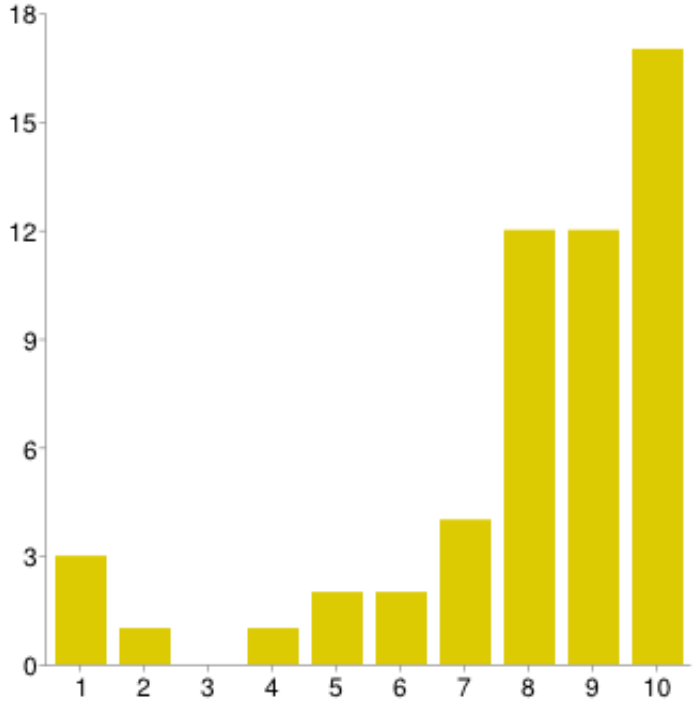
3	**0**	0%
4	**1**	2%
5	**5**	9%
6	**4**	7%
7	**7**	13%
8	**12**	21%
9	**1**	2%
10	**0**	0%

Importance



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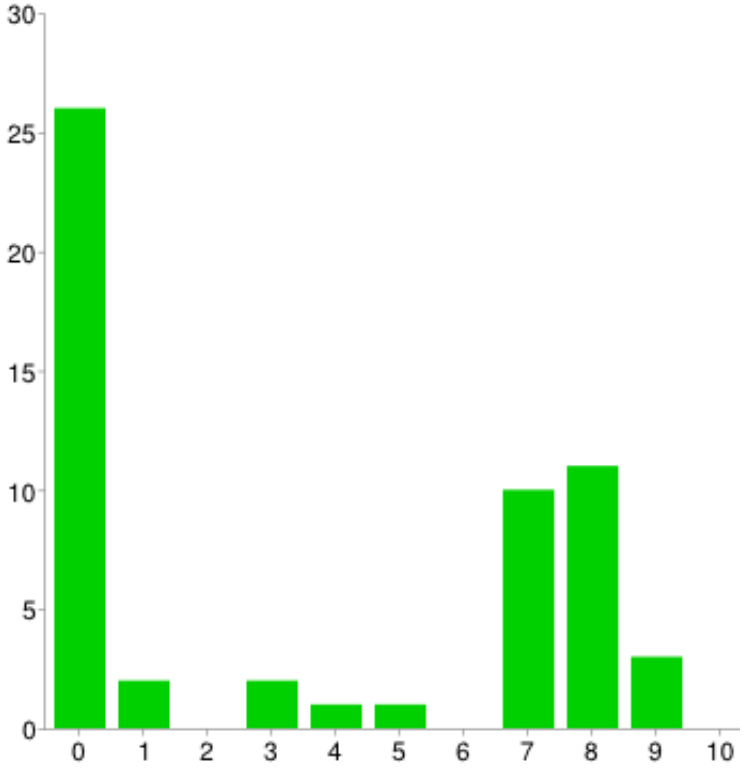
2	**1**	2%
3	**0**	0%
4	**1**	2%
5	**2**	4%
6	**2**	4%
7	**4**	7%
8	**12**	22%
9	**12**	22%
10	**17**	31%

outside of the Waters to Watch, which hasn't caught on as something people await, there is no communication I have always been pleased by Ryan's work but the rest the Committee 's work has been unclear to me. Improved communication strategies are needed to better relate the efforts and successes of NFHP, both at regional and national levels. I'm not familiar with

what this group does, but assuming they are helping Ryan, and seeing that Ryan is doing good work, I'll guess they are serving their purpose? Again, very difficult task. I do not feel qualified to offer meaningful suggestions. no first hand knowledge lacks sufficient resources Increased effort should be made to utilize the 10 Waters to Watch Campaign as a strategic engagement tool. Identification of these waters can help raise awareness, funds, and conservation efforts to assist areas in need of Conservation. Additional attention should be given to determine the appropriate level of communication done for individual partnerships versus for the Board and the overarching Fish Habitat Partnership. Unfortunately, I have not made the time to engage at committee levels.

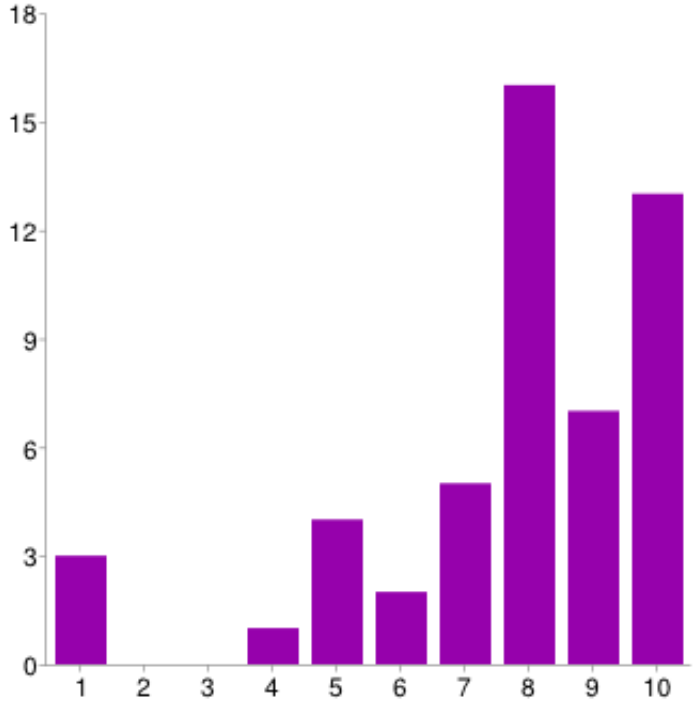
20c. Partnership Committee

Performance



0	**26**	46%
1	**2**	4%
2	**0**	0%
3	**2**	4%
4	**1**	2%
5	**1**	2%
6	**0**	0%
7	**10**	18%
8	**11**	20%
9	**3**	5%
10	**0**	0%

Importance

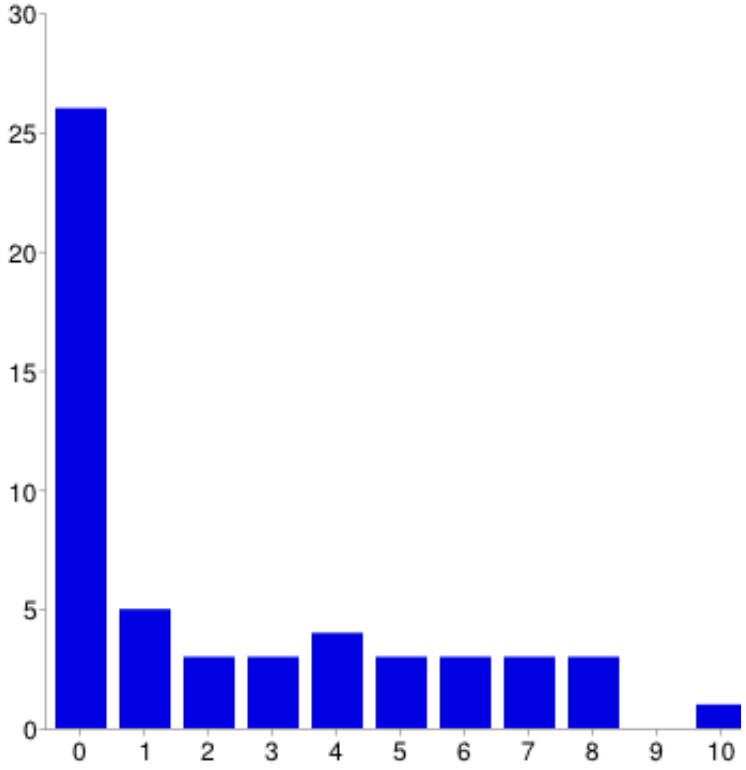


1	**3**	6%
2	**0**	0%
3	**0**	0%
4	**1**	2%
5	**4**	8%
6	**2**	4%
7	**5**	10%
8	**16**	31%
9	**7**	14%
10	**13**	25%

This committee has made real progress in the short time they have been in existence and will need strong leadership to ensure it keeps doing so. no first hand knowledge Their charge was clear, and Steve did a great job of leading the committee towards addressing all of these items. I don't know what this does so I can't rate importance

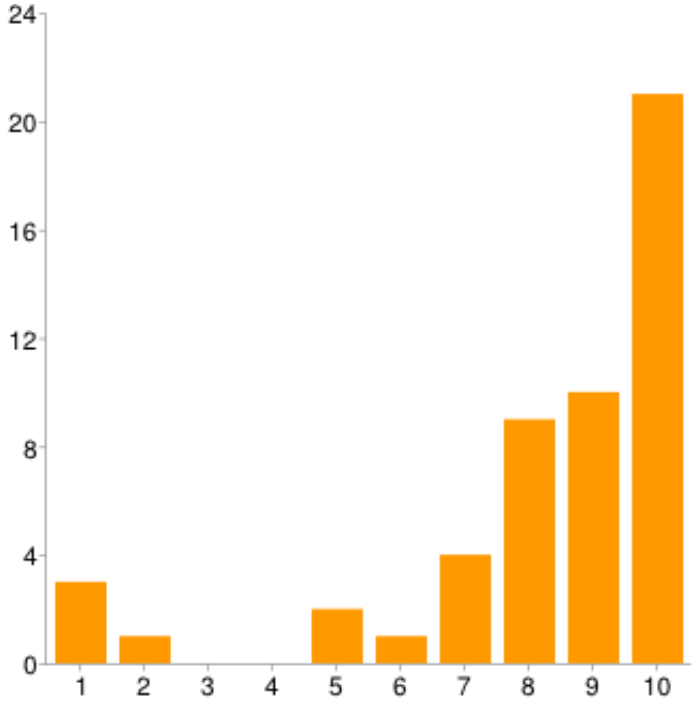
20d. Funding Committee

Performance



0	**26**	48%
1	**5**	9%
2	**3**	6%
3	**3**	6%
4	**4**	7%
5	**3**	6%
6	**3**	6%
7	**3**	6%
8	**3**	6%
9	**0**	0%
10	**1**	2%

Importance



1	**3**	6%
2	**1**	2%
3	**0**	0%
4	**0**	0%
5	**2**	4%
6	**1**	2%
7	**4**	8%
8	**9**	18%
9	**10**	20%
10	**21**	41%

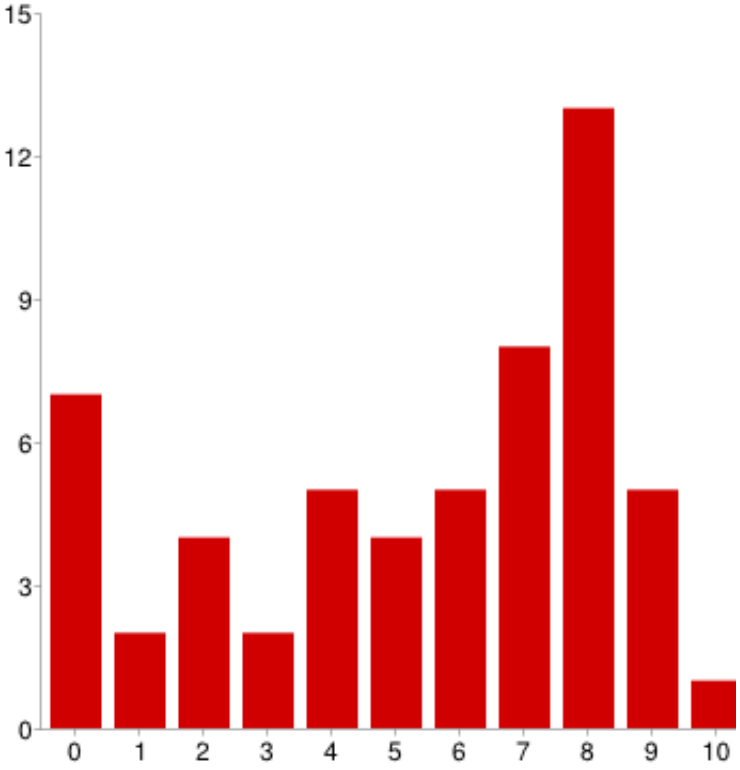
More transparency related to funding decisions is needed. Again, this is a difficult task. I have been involved with EBTJV since 2004 and funding has been a huge challenge. Unfamiliar with this group. This committee has been a big disappointment to date and we need to find a way to get this energized as we need more external funding at this time. Funding is only one part of a partnership, but what benchmarks has the Funding Committee met? two people don't

make a committee and they sure haven't made much effort to get funding from the multitude of sources available - the Federal budget isn't the only source! Efforts to increase funding currently are spread out among various efforts or groups (e.g. the workgroup on corporate engagement, the 501c3 group, and the funding committee) It would be helpful for coordination and accountability if these were subgroups of one committee.

BOARD LEADERSHIP

21. Clarity of direction

Performance



0	**7**	13%
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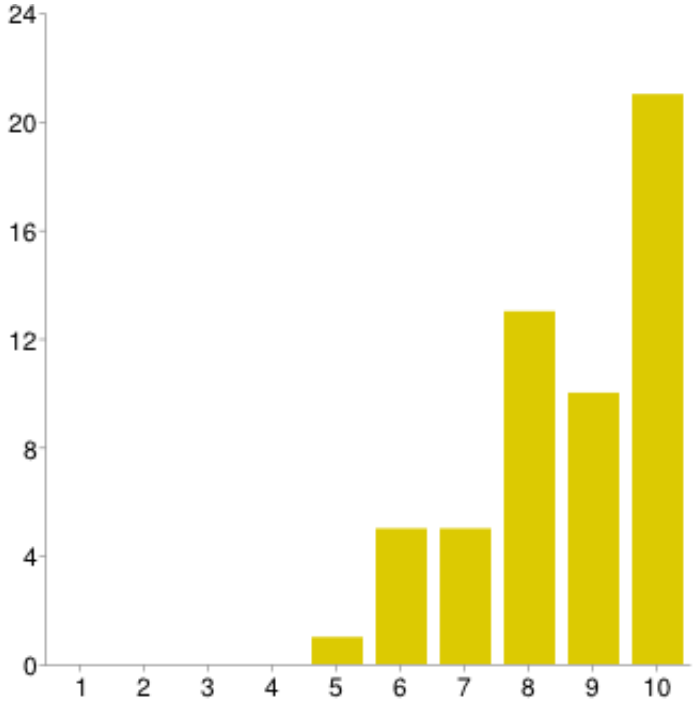
2	**4**	7%
3	**2**	4%
4	**5**	9%
5	**4**	7%
6	**5**	9%
7	**8**	14%
8	**13**	23%
9	**5**	9%
10	**1**	2%

Importance

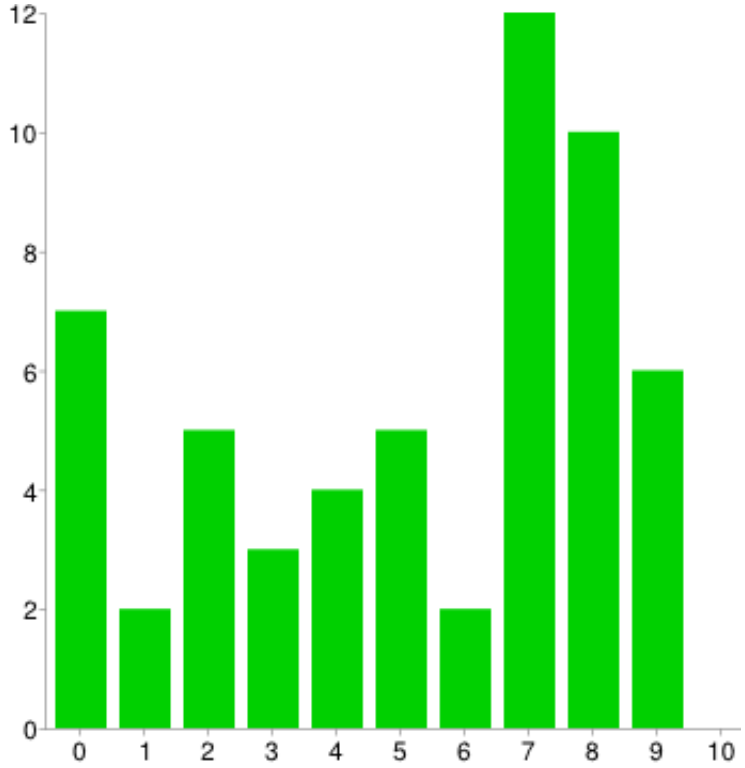


1	**0**	0%
2	**0**	0%
3	**0**	0%
4	**0**	0%
5	**1**	2%
6	**5**	9%
7	**5**	9%
8	**13**	24%
9	**10**	18%
10	**21**	38%

Board was clearly focused on establishing more partnerships than it could support. The direction was clear, just not one that I agreed with. I think the Board Leadership has done a good job. The hard part is keeping the rest of the Board fully engaged and at times, they seem to wander off not fully pushing the effort. It is time to review the performance of the Board membership to see if a replacement is in order. conference calls and emails

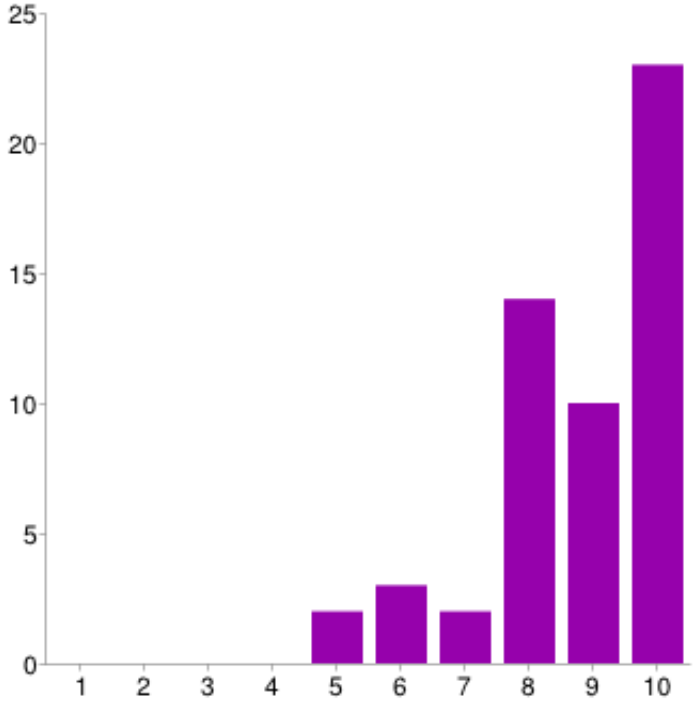
22. Clarity of priorities

Performance



0	**7**	13%
1	**2**	4%
2	**5**	9%
3	**3**	5%
4	**4**	7%
5	**5**	9%
6	**2**	4%
7	**12**	21%
8	**10**	18%
9	**6**	11%
10	**0**	0%

Importance



1	**0**	0%
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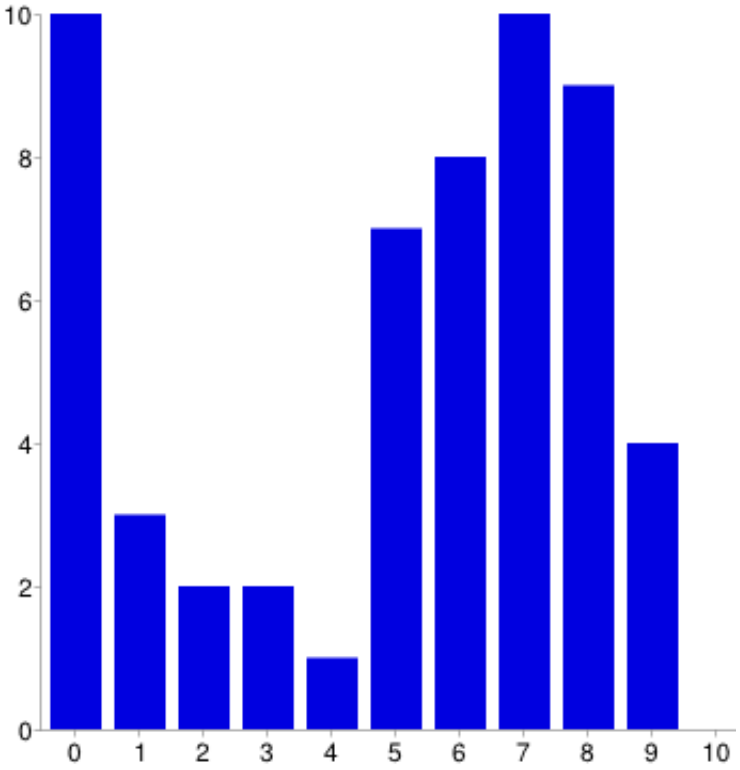
3	**0**	0%
4	**0**	0%
5	**2**	4%
6	**3**	6%
7	**2**	4%
8	**14**	26%
9	**10**	19%
10	**23**	43%

This is an area that the Board could be more specific and needs to take more leadership to guide the FHPs work. I think we have left it too much to the FHPs to figure out with a very scattered set of results. there is some confusion in one partnership as to the priorities Well, I should rank as 10 as it is apparent that Alaska is the priority. I have always thought the priorities are to 1. Protect, 2. Restore, and 3. Enhance More discussion is needed on

draft priorities during the Fall meeting.

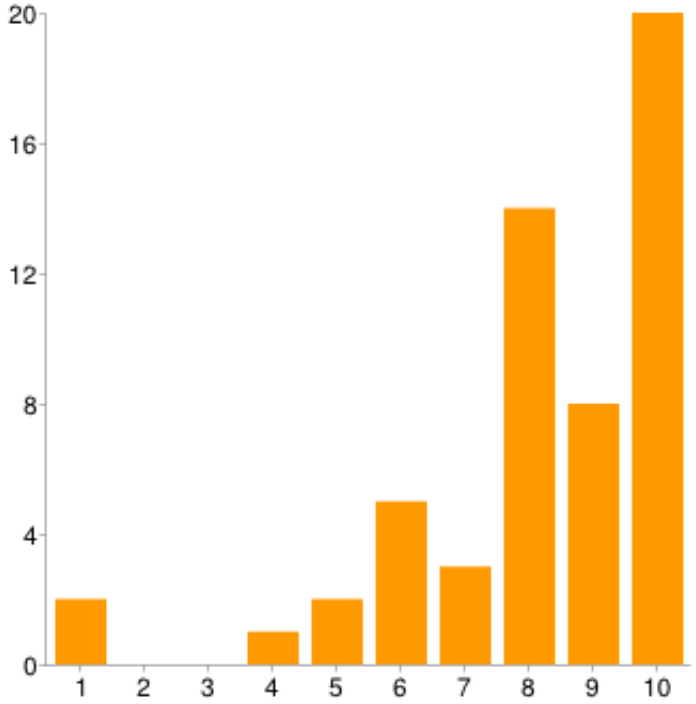
23. Clarity of expectations

Performance



0	**10**	18%
1	**3**	5%
2	**2**	4%
3	**2**	4%
4	**1**	2%
5	**7**	13%
6	**8**	14%
7	**10**	18%
8	**9**	16%
9	**4**	7%
10	**0**	0%

Importance



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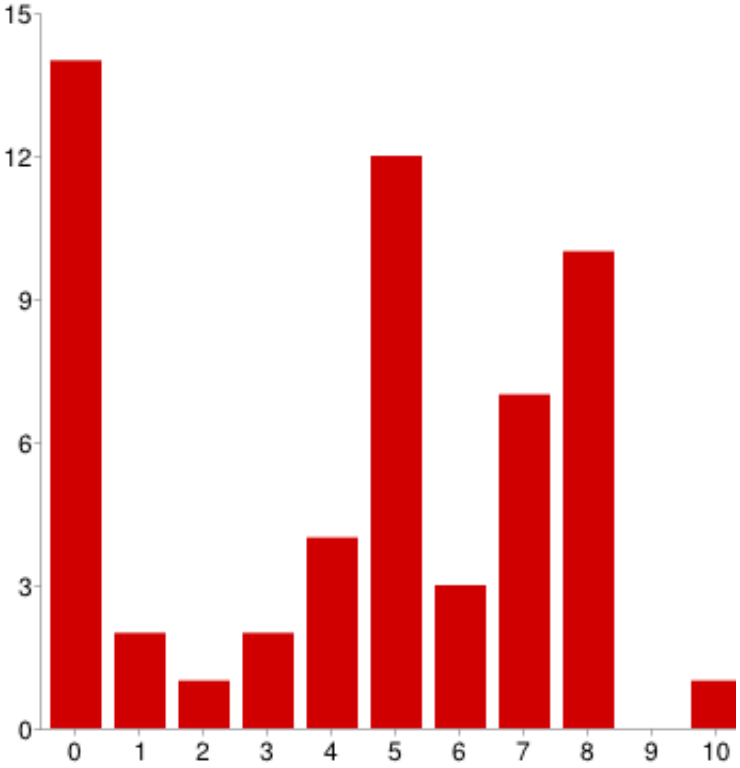
2	**0**	0%
3	**0**	0%
4	**1**	2%
5	**2**	4%
6	**5**	9%
7	**3**	5%
8	**14**	25%
9	**8**	15%
10	**20**	36%

The Board could do more to articulate expectations of deliverables from various committees, staff, and meeting presenters. This is an area that the Board could be more specific and needs to take more leadership to guide the FHPs work. I think we have left it too much to the FHPs to figure out with a very scattered set of results. emails and conference calls It's clear that all funds are expected to go to small partnerships, especially those in Alaska. Published board guidance is generally good.

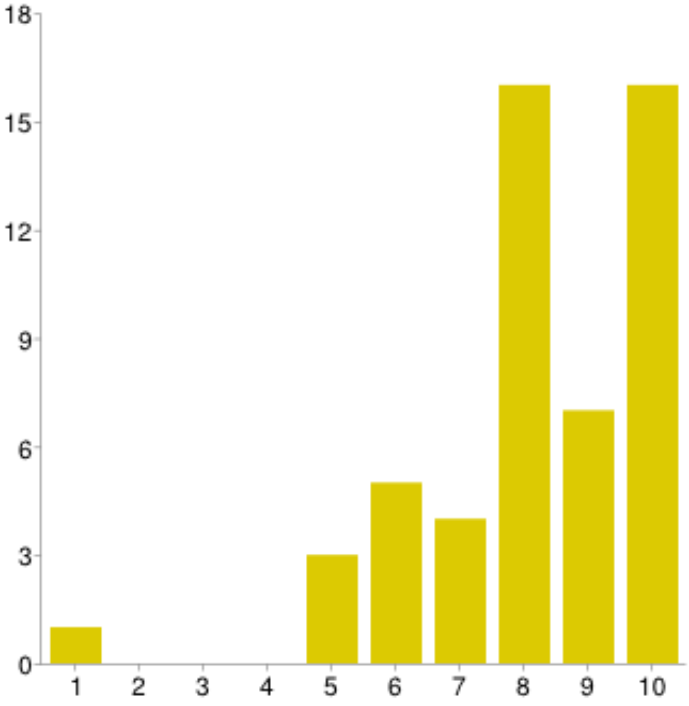
24. Clarity of measures of success

Performance



0	**14**	25%
1	**2**	4%
2	**1**	2%
3	**2**	4%
4	**4**	7%
5	**12**	21%
6	**3**	5%
7	**7**	13%
8	**10**	18%
9	**0**	0%
10	**1**	2%

Importance

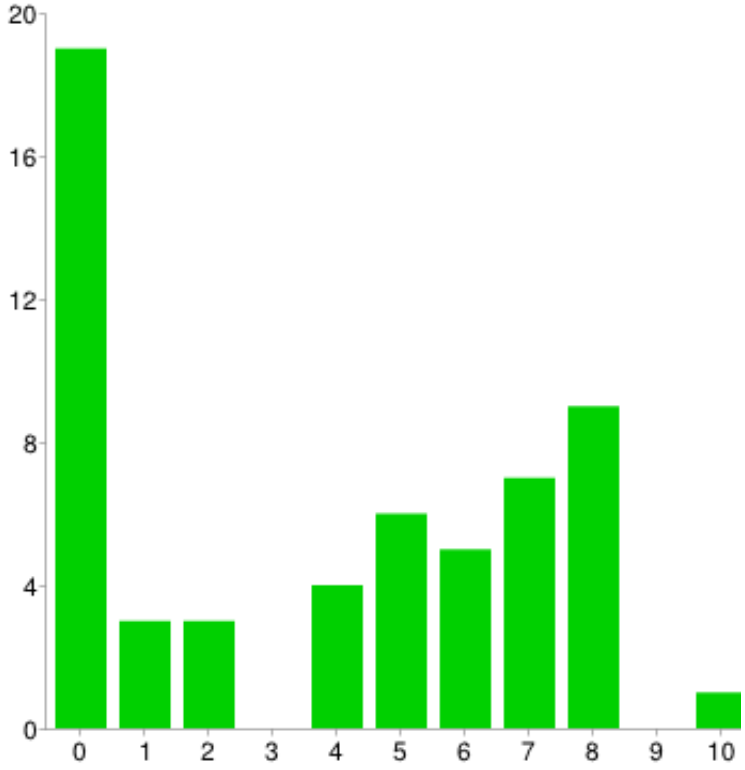


1	**1**	2%
2	**0**	0%
3	**0**	0%
4	**0**	0%
5	**3**	6%
6	**5**	10%
7	**4**	8%
8	**16**	31%
9	**7**	13%
10	**16**	31%

This is an area that the Board could be more specific and needs to take more leadership to guide the FHPs work. I think we have left it too much to the FHPs to figure out with a very scattered set of results. no first hand knowledge

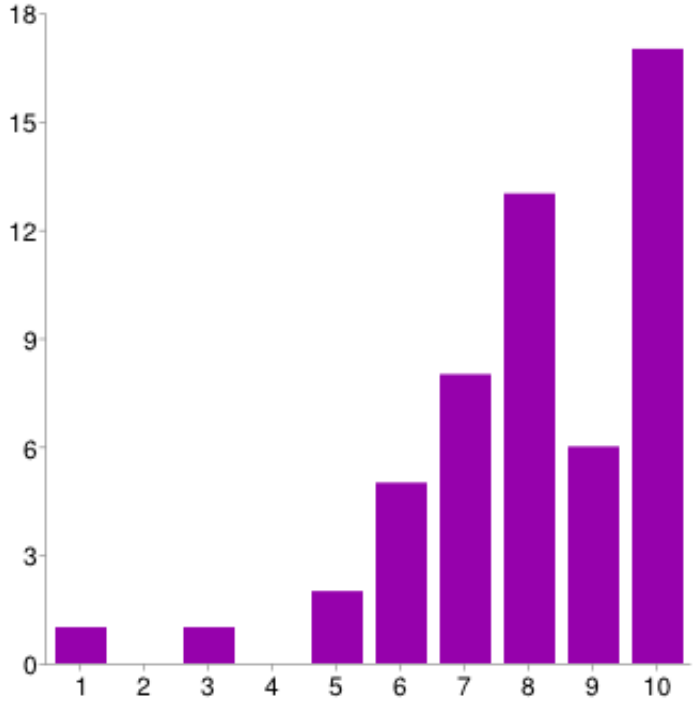
25. Accountability for results

Performance



0	**19**	33%
1	**3**	5%
2	**3**	5%
3	**0**	0%
4	**4**	7%
5	**6**	11%
6	**5**	9%
7	**7**	12%
8	**9**	16%
9	**0**	0%
10	**1**	2%

Importance



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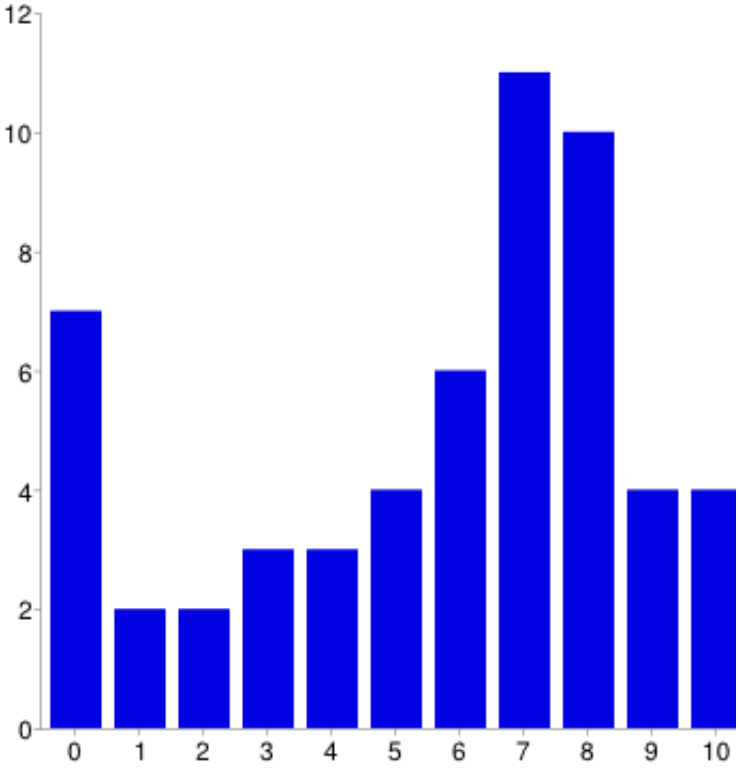
3	**1**	2%
4	**0**	0%
5	**2**	4%
6	**5**	9%
7	**8**	15%
8	**13**	25%
9	**6**	11%
10	**17**	32%

The Board could do more to articulate expectations of deliverables from various committees, staff, and meeting presenters i am not aware personally of the accountablity from the board; but we know we need to be accountable for ourselves and to ensure the integrity of the national effort It seems to me questions 21, 22,23,24, and 25 are about the same. I'm my opinion clarity should be an attribute of the strategic plan adopted by each partnership and accountability should be a measure of how well the partnership is implementing the strategic objectives of its plan. Not a lot of follow-up for past projects, at least from my perspective. If this is occurring, I've not seen it. This is an area that the Board could be more specific and needs to take more leadership to guide the FHPs work. I think we have left it too much to the FHPs to figure out with a very scattered set of results. What accountability is there? For accountability, you must have performance measures and I am not aware of any such measures in place. How would you enforce under performance (or conversely, reward achievement)? The funding allocation will help

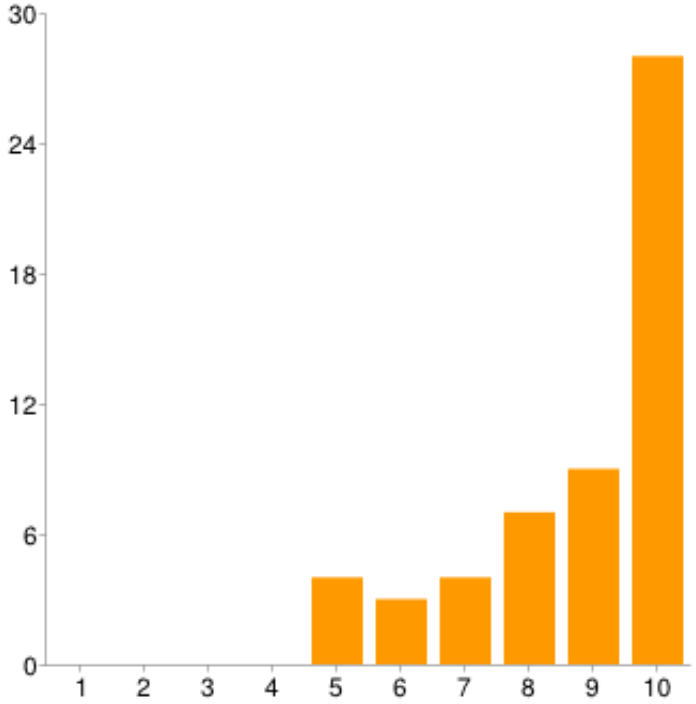
26. Promoting awareness and support for fish habitat conservation

Performance



0	**7**	13%
1	**2**	4%
2	**2**	4%
3	**3**	5%
4	**3**	5%
5	**4**	7%
6	**6**	11%
7	**11**	20%
8	**10**	18%
9	**4**	7%
10	**4**	7%

Importance



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8	**7**	13%
9	**9**	16%
10	**28**	51%

The Board should be focused on program management; the Communications and Partnership Committees should be responsible for promoting awareness of fish habitat conservation. This is a difficult communications task and suffers from Congressional fatigue. I do not have any good suggestions. Current staff are doing pretty good. However, impact seems to be limited. We need regularly appearing advertisements and press appearing in sportfishing and conservation media, particularly the mainstream outlets. Coverage in professional pubs (e.g., Fisheries), niche outlets, and pubs managed by NFHP partners (e.g., Trout) has been very good. NFHP MUST GO MAINSTREAM: OUTDOOR LIFE, FIELD & STREAM, ESPN, OUTDOOR CHANNEL. I am not sure why our message is not making a bigger impact on the masses and we really need to do that now to be effective. Again, the National board can hopefully promote awareness of the need to protect fish habitat with Congress and with federal and state agencies whose activities often are the cause of fish habitat destruction. We can all do more here nfhp has elevated fish habitat restoration and fish conservation to a level i have never seen in my years working on fishes in CA and the west. we would be so worse off if not for the national effort The Board should consider increasing efforts to meet with the Hill, OMB, CEQ and others to raise awareness and identify opportunities for partnering and developing creative solutions to reducing habitat loss. This includes meeting with sectors such as developers and industry.

You're almost done! Please answer two summary questions, then click on "Submit".

Overall, are your expectations being met by the National Fish Habitat Board? Why or why not?

Not completely. There are many data gaps in the national assessment that are consistent among partnerships and there should be focused efforts to fill those gaps nationwide. I also believe a national assessment revision every 5 years is too short. With the large gaps it will be hard to have a truly revised national assessment in 2015. Too soon to tell. The funding that the board receives does seem excessive and a portion of it would be better utilized by the partnerships. No, too many overlapping FHP's with too little funding to support their missions. No. The NFHAP has been consumed by the bureaucracy and politicized to the point that the national Board/Committees are minimally effective: 1) Significant additional national funding has not developed; 2) Most (not all) federal agencies have signed on "in name only" and there is little coordination of funding/programs to meet common objectives; 3) There are no national standards for partnerships to follow for collecting/reporting benchmarks of success. Beyond individual success stories, we cannot convey the effect of NFHAP efforts on the condition of fish habitats across the United States. 4) There is minimal private sector buy-in or recognition of the effort. No. I feel that the Board is not acting as a mechanism to advance the habitat needs of all of its members. There is a strong focus on USFWS activities and not enough focus on developing strategies to engage Congress and promoting NFHP member programs and needs. Very little interaction and therefore very few expectations. yes - given the circumstances YES. Kudos to the Board as well as Tom and Cecilia. Both of these FWS employees should be recognized by their agencies for their exceptional dedication and effort. Yes. There has been significant progress made national data compilation, national data and success standards, and providing partnerships with tools for prioritizing and evaluating their work. No, communication between local partnerships and board committees is nearly nonexistent. I think the Board has done a good job given the difficult task at hand. Yes. The Board is on the right track for ensuring accountability and measuring effectiveness, and needs to keep the momentum going. No. The Board seems very disconnected from the FHPs. I will provide two examples. (Comments provided by Doug Besler, EBTJV) 1. Participation. I have rarely noticed a Board member participate in the normal FHP conference calls that Tom leads. If they are there, it is very inconsistent or because they are talking about a particular issue. The Board essentially has no purpose without the FHPs, so I would think that in a general sense at least the Chair of the Board would want to sit in on these calls and listen to what the individual FHPs are doing, what there concerns are, etc. The absence of Board participation in these calls speaks volumes. 2. Funding. The most recent 2014 MSGC reduced individual FHP funding levels by about 38% while the Board received its full allotment for operational support. Again, this speaks volumes about the Boards true concern for FHPs. It certainly would have been a very nice gesture by the Board if some member had said "hey, were in this together and I think we should all take the equivalent proportional cut in funding". This did not occur and it was really noticed by all FHPs. This was a very poor decision by all involved and I was amazed that nobody seemed to think anyone would notice. Again, this speaks volumes about the disconnect between the Board and the FHPs. My biggest complaint is not enough resources and funding,

and not enough progress in that area, and spreading the resources we have too thin. The NFHP is doing a great job promoting fish habitat protection and conservation it is just the tools assessing current habitat is lacking what many of us believe to be the most important aspect of fish habitat----water! For the most part, yes. Except in the areas of clear direction, transparancy in decision-making, and clarity of expectations. The NFHP needs to be a grass-roots effort for on the ground action. The Board has very limited ability to influence such - unless the Board has a hand in securing additonal funding and allocating the funds. NFHP is really a "think (plan) globally and act locally" effort so the Board can be most effective with the think globally part of the effort. Expectations are met, but don't necessarily agree with the path the Board has taken the NFHP. Solving the nation's fish habitat problems is a very difficult problem and where we are right now with the NFHP is likely the best we could hope for. It has been almost a year since I attended a Board meeting or followed their discussions, so I cannot speak to this in much detail. In general, I would encourage the Board to: 1. Listen to feedback from individual partnerships, and other conservation partners (agencies, NGOs, etc.). 2. Clearly state expectations for ongoing science and data efforts, including future versions of the National-scale assessment. The potential envisioned for the partnerships has not been realized. Funding to do meaningful projects is lacking, and the implementation has focused on small, feel-good projects, at least in some regions. The new process for funding allocation is overly burdonsome for the amount of money at stake. Yes, obviously we would like to see more funding for projects, but understand how hard funding is to come by at these times. Really appreciate the recognition of dollars for administration for partnerships...funding for administrative dollars are the hardest to find. Yes, but the Bd & the Partnerships can only do so much with limited resources. There are sufficient successful stories to tell which demonstrate the approach and the program's success. But with a lazy, do-nothing Congress, further progress won't be made until the disruptive MOC are replaced or reduced in numbers. It continues to be a work in progress with a core group that is really making a strong effort with a number of others that do not seem to be. This is the really difficult period, the implementation stage, when it can be hard to keep the momentum going as you are past the development period but still are struggling to get resources. The reality is that we do not have the resources to make a telling difference but we have the right people making the connections for the future. If we can hold things together for the immediate time period, the future could be very bright. yes. FHP's continue despite funding questions. I see information about the board through the Science and Data Committee, but not through my day job as a state fish and wildlife agency fish habitat specialist. To me, that means NFHP is not having a very big impact, Within my agency NFHP is known to exist, but questions from director's office on down seem to be "Does anyone know about this thing?" and then it's shuffled to the side as daily on-going issues swamp any interest in it. Yes, they are doing a good job under difficult circumstances. Yes, seems to be a good sounding board for looking at fish habitat issues and concerns nationwide. Yes. It still serves as a prominent (and one of few) player in the effort to bring various entities (especially federal agencies) together to commit to the conservation of fish habitat. No. They seem too focused on crafting an allocation strategy that meets their needs and science and data that, while

worthy, is duplicated elsewhere and not funded well enough to make a difference. yes No. The funds available cannot be expected to accomplish much anyway and then too much is spent on process/oversight. The financial needs are so great for the partnerships that it will be difficult for the Board\Partnerships to significantly supplement the level of habitat work already being done by state agencies. Many state agencies spend far more per year on habitat than the entire NFHP. I am not up to speed on everything. Yes, awareness of the importance of fish habitat nationally has certainly increased Somewhat; there needs to be more attention paid to establishing NFHP priorities, funding, and raising awareness at the national level. No - see above answers for further explanation. NO! (read other responses) Overall yes. I think increased input from FHP's in designing these major processes that radically affect all FHP's would benefit from more input during the design phase from FHP's. It's a little top-down, and I don't see that it needs to be and would be strengthened if it wasn't. Having said that I do appreciate the work of the board and the great efforts in capacity building of FHP's and efforts to regularly and clearly communicate with FHP's. I always feel that Tom Busian for example is available for contact which is very much appreciated. Somewhat. meeting expectations is still a work in progress, however great strides have been made with maturity of the program. Yes -- lots of great work has been accomplised during this evaluation period. I am cioncerned, a bit, about continuing energy and focus in the midst of resource constraints (fiscal, in partuvular). I do not have enough experience with the Board to answer this question. Yes - wish we could find more non-competitive funding for the FHPs just starting out. I'd also like to see every FHP with a base of $100,000. Then we could really get some work done. Yes in some areas, no in others. The Board needs to be more active in raising funds and strategic communication. The national fish habitat assessment and data mapper are major accomplishments. Fish Habitat Partnerships are doing OK but are surviving on a starvation diet (funds). Generally yes. Recognition has put our efforts to protect fish habitat on the radar of federal and state agencies and brought previously unavailable funding for projects in the region we serve. yes. our efforts are growing and gaining notority and respect. Mostly. The board seems somewhat out of sync with the partnership needs/operations and it would be useful for board members to occasionally sit in on rotating FHP steering committee meetings as a practice to understand the FHP operations more explicitly. Yes. The NFHP Board works effectively to coordinate the 18 Partnerships and provides services requested by those Partnerships. They are responsive, and expectations directed at achieving national goals are clear and well communicated. Current efforts to provide enhanced performance-based operational funding and management of funds (Foundation) are welcomed. Somewhat. I believe the Board should play a more active role in building a sense of unity/collaboration among FHPs, leading to a truly national program. Limited funding to implement the work of the FHPs has led to conflicts and competition (especially as it relates to the distribution of NFHP funding available through FWS), creating an almost adversarial environment for the FHPs. Not really, need to assist FHPs with getting projects done and less on NFHB promotion. No. The Board has focused on slicing a small pie from one Agency and funding all partnerships equally. The noble concept is fundamentally flawed in its reality. They are not all equal. I'm disappointed the Board bullied the USFWS to change its

allocation method and even more so in the USFWS for allowing itself to be bullied by a self serving board. The real issues haven't been addressed, so they run to tinkering with the distribution of funds, because they've failed to garner the national support through outreach and science to show the extent of the issues.

Where should the Board focus its efforts over the next three years?

Funding Chances for legislation are dim, so the Board should focus on building relationships with non-federal funding sources through the yet-to-be-formed non-profit corporation. Good Question! Getting this competitive allocation process refined so that it meets the needs of FHP's, the service AND still retains the spirit of Partnership and grass-roots and locally driven bottom up focus that they were designed for. Yes, help FHPs with Capacity building, and helping us build a stronger voice and recognition nationally, regionally and in-state. Enable to the FHPs to do the good work they do without burdening them with overt process and so much detail they lose ability to do their local good work lose buy-in with the local people and local priorities. Thank you! Maybe this is already done and I am not in the loop, but engaging for FHP to see what THEY want out of the Board (and vice versa). I think there is confusion in some of the FHP on what is the actual purpose of the Board. Perhaps reaching out to Montana more. providing progress report; providing ways for the partnerships to support each other; reporting out science, projects, and success to the public, science community, and leaders at all levels Focus efforts to build a more stable and diverse set of sources of funding for the FHPs, enabling implementation of the Action Plan. 1. Re-evaluate the need for national coordination given the funding that has developed or is expected to. 2. Re-establish Partnerships along the lines of "business contracts" with consistent performance measures rather than as bureaucratic "cooperative agreements.' Assign benchmarks and timelines that should be achieved as a condition of continued funding and national recognition. 3) Establish terms and rotational schedule for Board/Committee members and chairs. 4) Establish meaningful commitments for state and federal partners to make to remain part of the NFHAP. Coordinating interagency efforts to better focus available resources to accomplish partnership objectives. I would like to see more effort given to relationships with NOAA, Forest Service, State Agency SWAP programs, American Rivers, TNC, etc., to have their aquatic habitat programs more fully engaged in NFHAP - they don't have to give us money, just help shape and address priorities. They have significant resources and actually make fish, aquatic animals, and their habitats a priority already. This would be more productive than haggling over dollars with the FWS when FWS is clearly not going to make fish or NFHAP a priority under the current leadership. helping the FHPs increase their capacity (e.g., fundraising, etc). Determine where use of funds would be most cost-effective and benefit the most Amercan citizens, especially those who use utilize fishery resources. Getting more funind to the smaller FHPs and setting guidlines for receiving that funding based around the ideas the FHPs have, not what the Board THINKs we should do. There is a big diconnect between what the board thinks should happen and what is really happening out in the real world. FHPs appear to be seperated from the NFHP and that is not a good process for success. NFHP should ONLY be there to get as

much funding as is possible and to be responsive to the needs of the FHPs, as WE are the ones doing the work. I'm curious what kinds of salaries and other compensation the Board members receive? The reason I ask is maybe those should be lowered and that money go into the pot for FHP funding. Expanding sources of funding and focusing on maximizing the on the ground efforts of the Partnerships, not strategizing and drawn out, subjective performance measures Legislation Funding - multiple sources and options Better science/data communication and coordination from national to FHPs Continue to highlight success stories With fewer in-person Board meetings, in-between meeting communications and work will be critical. Passing the legislation! Continue to make as much progress as the very limited resources will allow. 1. Developing a process for supporting conservation/restoration actions in a deliberate way that combines science with Partnership interests. 2. Identifying steps to actually achieve the long-term goals of NFHP. It's one thing to set targets, another thing to actually achieve them. Funding - need more non-competitive base funding with accountability Communication - we need to be in the spotlight with the LCCs Partnership Funding. Get the national legislation passed and hopefully funded. Encourage the States to provide funding to partnerships and monitor how much money each state government is putting into fish habitat partnerships. States should be kicking in. More money. More national-level support. Expand fed agency staff support. The focus on these should be almost exclusive of everything else. Finding funding opportunities for the partnerships. 1) Enhanced operationa funding for the various partnerships 2) Establishing and promoting Partnership-private business interactions to develop funding bases 3) Performance-based assessments for partnerships 4) Continued partnership tool development and refinement. Securing permanent funding Prioritizing funding so that FHP's recieve enough to be pertinant. Funding is spread too thin. A correct assessment of fish habitat and fair and equitable funding allocation to partnerships Trying to secure partners (and $$) at the national level to help the partnerships with resources to get on-the-ground work done. increasing funding to the FHP's Improve transparency More even attention to all priorities listed in Action Plan Alabama Excellent communication is the key to successful work. That communication must be with stakeholders (specifically, the folks proposing and working on projects) and congressional delegations. Ultimately, projects get done when project partners can obtain funding by demonstrating the value of the projects, which depends on data and communication to develop plans, which is dependent on funding. Therefore, each component (projects, data, funding) needs excellent communication between all parties. One standard recommendation would be to "get more funding for habitat conservation". But, in a shrinking fiscal environment, conservation programs are doing well to hang onto what they have. Looking ahead, programs will need to find ways to do more with less. For science and monitoring, this may mean making better use of shared data from other sources. For in-water conservation projects, this may mean making close local partnerships to combine resources for individual projects. Finding funding for FHPs and not competing with FHPs for funding. 1. Establish contact in a meaningful sense with the FHPs. 2. Have at least one Board member participate in all FHP conference calls. 3. Do not let a proportional budget cut fall singularly on the shoulders of the FHPs. Show support by sharing any budgetary pain. 4.

Have the Board Chair, or other Board members, attend any future formal meetings of all FHPs. Diversifying its activities and better serving as a national platform to communicate the importance of habitat conservation to freshwater, coastal, and marine recreational and commercial fisheries. Increased outreach/involvement of smaller Federal agencies. Emphasis on habitat protection & restoration following natural disasters, esp. inland flooding. I think we have to stay focused on passge of the National Fish Habitat Conservation Act. Continue on as they have...goals for the board and actions are right on target. With measures and accountability metrics in place, the Board should continue to focus on ways to bring in additional funds as well as strategic engagement with the Hill, Feds, States, NGOs, and industry. The NFHP should set it sights on being the go to source for information associated with Fish Habitat, and identification of challenges and solutions to protecting and restoring fish habitat. Increasing the awareness of habitat degradation and its impacts and increasing a meaningful habitat evaluation. Also, provide more scientific driven habitat improvement options to those delivering the conservation. The next assessment, fundraising, achieving measureable objectives, setting measureable priorities Gathering additional resources, in particular funding and information, to ensure that we can show a difference on some scale and continue to position ourselves for a better future. It is critical that the effort not come unglued over the lack of resources and we need to keep a close eye for a federal takeover of the entire program. Assisting the Fish Habitat Partnerships get the resources needed to achieve their conservation priorities. Increased funding delivery for board and FHP needs. Spend less time focused on process and more on national policy objectives. Greater investment in time/energy in building on the value of the science and data work we've done. It's our biggest success so far. Priorities for conservations actions; measures of success; and communicating successes to the public. Research and survey. Diversifying and increasing federal funding to the program (NOAA, USFS, USGS). Passage of Fish Habitat Conservation Act. Increase public awareness of effort Increase private funding efforts and ensure that federal funds are used to conserve priority habitat. Based on my comments above, I think public outreach is needed. Constituents seem unaware and consequently unsupportive (not opposed). The number one priority should be the passage of the National Fish Habitat Conservation Act. A secondary priority should be placed on promoting success stories of the National Fish Habitat Partnership through communications. Also development of a corporate engagement strategy and development of a 501 c3 corporation are important.

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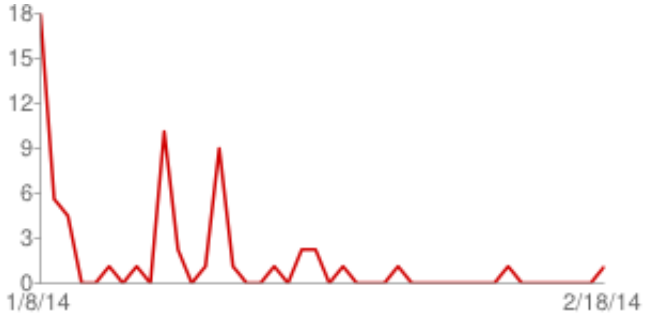
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