

National Bison Range Complex
Annual Funding Agreement Report
Calendar Year 2005
March 1, 2006

I. INTRODUCTION

On March 15, 2005, an 18-month Annual Funding Agreement (AFA) between the Confederated Salish and Kootenai Tribes (CSKT) and the U.S. Fish and Wildlife Service (FWS) was implemented for certain Activities on National Wildlife Refuge System (NWRS) lands located within the external boundary of the Flathead Reservation. These lands comprise approximately 65% of the acreage of the National Bison Range Complex (NBRC), and are managed by the FWS through the staff at the National Bison Range.

This AFA, which can be described as an "operational" AFA, is the first of its kind to be implemented on a National Wildlife Refuge. It includes the performance of many daily operational Activities across the major programs at the National Bison Range Complex.

Another AFA, which could be described as a "value-added/project" AFA, was implemented at the Yukon Flats NWR in 2004. That AFA received special funding, beyond the normal refuge base funding, to accomplish projects that were above and beyond the typical refuge operations. The AFA for the NBRC was negotiated with the goal of costing no more than the existing annual National Bison Range budget.

This AFA was negotiated and implemented without the benefit of national FWS policy. There were no blueprints or established procedures to follow. The NBRC AFA will be examined as a possible model for other NWRs. Therefore, it is important to identify opportunities to improve this AFA, not only for the NBRC, but also for the benefit of other NWRs.

This report examines the results of using this AFA to perform Activities during CY-2005. This information is intended to identify ways to improve the implementation and effectiveness of this AFA in FY-2006, for the benefit of the NBRC natural resources, and to strengthen the long-term working relationship between CSKT and the FWS.

A. Overview



Implementing this AFA in CY-2005 was very challenging for the NBRC staff. The scope of the AFA is extensive and touched virtually every activity and program in the Complex. Although the AFA identifies CSKT responsibilities for completing Activities (Activities as defined in the AFA), it does not identify the process of coordinating these responsibilities with the remaining FWS staff, how to evaluate performance, maintain security or ensure safety of employees and the public. NBRC staff had to develop new processes and procedures to attempt to implement this new system, because of the lack of guidance and established procedures. As an example, an entire Annual Work Plan (AWP), which outlines in detail the process and procedures for completing all CSKT Activities, was developed to follow the format of the AFA Attachment A.

II. EVALUATION OF AFA ACTIVITIES

A. Evaluation of Accomplishments

The FWS evaluation of CSKT accomplishments follows the same format used in the AFA Attachment A and Annual Work Plan. Each individual Activity is evaluated using the criteria developed for and included in the Annual Work Plan. A Table summarizing individual Activity evaluations, "AFA Activities Results Summary – CY 2005" may be found in Appendix A. This table serves as an index with corresponding page numbers to the individual evaluation detail sheets in Appendix B, "AFA Activity Evaluation". These evaluations provide a summary rating, additional information, and where appropriate, recommendations for improving implementation of the FY-2006 AFA, and future NBRC AFAs. Each Activity is evaluated based on the entire period (March 15 – December 31) the AFA was in effect in CY-2005.

CSKT provided a report outlining accomplishments for CY-2005, which is included as Appendix C. This report also follows the Activities and numbering system used in the AFA Attachment A and the Annual Work Plan.

On December 1, 2004, CSKT requested clarification regarding 13 Activities identified in the AFA Attachment A. These Activities were excluded from the 12/1/2004 version of the AFA, with the understanding that they would be added back into the FY-2005/2006 AFA if satisfactory clarification could be obtained concerning these Activities. On 2/25/2005, the FWS and CSKT met and found agreement on 12 of the 13 Activities that needed additional clarification. These 12 Activities were reinserted into the AFA Attachment A, and then included in the Annual Work Plan with language that clarified the intent of each Activity to address CSKT concerns. To easily identify these reinserted Activities, all 12 Activities were identified in the Annual Work Plan with the notation,

(** temporarily removed from final AFA Attachment A for clarification).

CSKT requested a list of all Activities which the FWS would not require to be completed in CY-2005. In an effort to minimize the CSKT workload during this initial AFA year, the FWS identified 27 (18%) of the total 149 Activities, which could be delayed until 2006. Several of these were surveys which were not scheduled for CY-2005. Due to unforeseen circumstances, an additional six Activities were either not required by the FWS during the year, or CSKT did not have an opportunity to perform them. The total number of AFA Activities not required during CY-2005 was 33 (22%) of the total 149 Activities. These 33 Activities, received a summary rating of "#4 – Activity Not Required."

Performance of each Activity was reviewed and rated for the entire calendar year. This performance was given a summary rating from the following four possible categories (as defined in Appendix A):

- 1 - Fully Successful
- 2 - Needs Improvement
- 3 - Unsuccessful
- 4 - Activity Not Required

A structured and systematic system for CSKT to report accomplishments was not used in CY-2005. A reporting system would make it more efficient for the FWS to verify that Activities were completed within specified timeframes. Additional CSKT provided communications and documentation of accomplishments would be helpful for future FWS evaluations of CSKT performance.

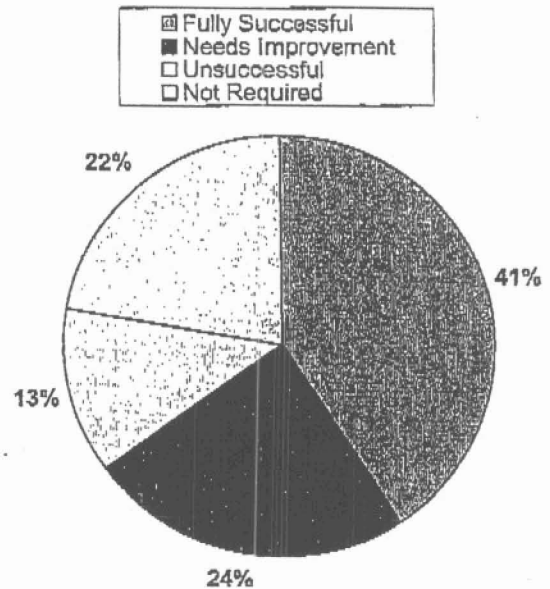
B. Evaluation Summaries

A Table summarizing individual Activity evaluations, "AFA Activities Results Summary – CY 2005" may be found in Appendix A. This table serves as an index with corresponding page numbers to the individual evaluation detail sheets in Appendix B, "AFA Activity Evaluation".

The Summary Ratings Chart is solely based on the total number of Activities and summary ratings by categories (1,2,3,4). It does not include any "weighting" to reflect priority or the relative importance of an Activity. For example, the fencing Activity (2.D.8.n.), which includes general fence repair/maintenance and construction of a segment of boundary fence, is rated as one Activity. But Roundup, which also requires a significant effort, has portions of that effort identified and rated in 6 Activities.

The individual Program Summary Ratings Chart is included with each Program summary and is solely based on the total number of Activities and summary ratings by categories (1, 2, 3, 4).

Summary Ratings: All Program Activities



C. Performance Summary by Program

Biology Program

Of the 39 total Biology Program Activities listed in the AWP, thirteen (34%) of these Activities were not required in FY-2005.

CSKT was fully successful at 42% of all required activities in the Biology section of the AWP in Calendar Year 2005. Multiple CSKT personnel demonstrated proficiency in several Activities, including animal herding and handling, wildlife disease surveillance and monitoring, and assisting FWS with animal outplacement.

Nine (35%) of the required Activities were rated as Unsuccessful and six (23%) of the required Activities were rated as Needs Improvement. There are generally three factors which contributed to the Unsuccessful or Needs Improvement ratings. These factors are:

- Activities not initiated in a timely manner (waterfowl banding data entry, weed mapping, springs mapping, vegetation surveys).
- Some Activities were performed by personnel unqualified for that specific Activity, resulting in significant data errors (neotropical migratory bird surveys, waterfowl pair counts and brood counts).
- Data entry errors were significant in number, but were largely due to data entry inconsistency and failure to identify and correct these errors prior to submission to FWS. Consistency errors prevent the accurate summary and analysis of data using relational databases.

Suggestions to improve CSKT success in completing Biology Program Activities are listed on the AFA Activity Evaluation Forms.

Fire Program

Of the 17 total Fire Program Activities listed in the AWP, 3 (18%) of these Activities were not required in FY-2005.

CSKT was fully successful at six (43%) of all required activities in the Fire section of the AWP. The 60 acre Crow WPA prescribed burn, its burn plan and the Kickinghorse Prescribed Burn Plan were updated/completed in a professional manner. The CSKT Fire Management Officer (FMO) was thorough and professional during fire coordination meetings. CSKT Bison Range Staff were stationed strategically on the Bison Range for Fire Severity Standby duty during days with high lightening strike risk.

Four (28%) of the required Activities were rated as Unsuccessful and 4 (29%) of the required Activities were rated as Needs Improvement. Prescribed burns are an important vegetation management tool. Only one of the three required prescribed burns was completed. CSKT was responsible for writing/updating prescribed burn plans for these scheduled burns. Only one of the prescribed burn plans was completed prior to the scheduled burn timeframe. This may have contributed to not completing these burns in 2005. Draft Prescribed Burn Plans should be submitted to the Refuge Manager one month prior to the start of the burn window. This should provide ample time to finalize the plan and complete the burn. The Refuge Manager should be apprised of CSKT Fire Program coordination or communications which occur between CSKT and other FWS representatives.

Suggestions to improve CSKT success in completing Fire Program Activities are listed on the AFA Activity Evaluation Forms.

Maintenance Program

Of the 65 total Maintenance Program Activities listed in the AWP, 9 (14%) of these Activities were not required in FY-2005.

CSKT was fully successful at 37 (66%) of all required activities in the Maintenance section of the AWP. CSKT did a good job preparing the corral facility for the Roundup, maintaining the Day Use Area, cleaning outdoor toilets and promptly responding to FWS work order requests.

Four (7%) of the required Activities were rated as Unsuccessful and 15 (27%) of the required Activities were rated as Needs Improvement. Several of the highest priority Activities, such as those that influence public health and long-term maintenance of vehicles and heavy equipment, were not completed at a satisfactory level. A conscientious and proactive approach needs to be adopted for vehicle and equipment maintenance following schedules specified in the AWP. Fence maintenance and boundary fence construction must also be placed as a higher priority than occurred in CY-2005.

Suggestions to improve CSKT success in completing Maintenance Program Activities are listed on the AFA Activity Evaluation Forms.

Visitor Services Program

Of the 28 total Visitor Services Program Activities listed in the AWP, 8 (29%) of these Activities were not required in FY-2005.

CSKT was fully successful at 7 (35%) of all required activities in the Visitor Services section of the AWP in Calendar Year 2005. Once they entered on duty, the permanent CSKT Visitor Center Staff were pleasant and helpful in their interactions with the public. They were also reliable and timely in opening and closing the Visitor Center. They were also conscientious and consistent in keeping the center clean and organized.

Two (10%) of the required Activities were rated as Unsuccessful and 11 (55%) of the required Activities were rated as Needs Improvement. The two factors which generally contributed to the Unsuccessful or Needs Improvement ratings are:

- Not having adequate numbers of staff available to work in the Visitor Center during the first 2.5 months of the AFA.
- FWS was not informed in advance of new staff entering on duty, which prevented their timely training.
- Most of the CSKT volunteers who worked with the public at the corrals during the Roundup, did not attend the provided advanced training on September 7, 2005, and were therefore inadequately prepared.

Suggestions to improve CSKT success in completing Visitor Services Program Activities are listed on the AFA Activity Evaluation Forms.

III. FWS EFFORTS TO IMPLEMENT AFA

A. Communications

Effective communications between the FWS and CSKT is an essential ingredient to the success of an AFA. The FWS staff established new processes for communicating with CSKT in order to provide timely information, training and coordination necessary for CSKT to accomplish AFA Activities. Most of these efforts were in addition to standard communication processes used prior to the AFA.

The development of a detailed AFA Annual Work Plan (AWP) was suggested by the FWS, to accurately identify CSKT responsibilities and priorities. The format for this document was mutually agreed upon and a draft was reviewed by CSKT. This document provides a tremendous amount of information necessary to accomplish AFA Activities. It follows the format and organization of the AFA Attachment A, except that seven categories of additional information were added for each Activity. These categories are:

- Additional Info
- When
- Where
- Quantity
- Priority
- SOP (Standard Operating Procedure)
- Operational Standard and source document

Numerous, detailed written protocols were developed and location/route maps provided. These protocols were included as Addendums in the AFA AWP. Support and background information such as refuge plans and national FWS guidance was also included in the AFA AWP to identify FWS Operational Standards. This document, although it exceeded 1,000 pages in length, was not the only source of information or means of communication used to prepare CSKT to perform their responsibilities.

Meetings to plan and coordinate AFA implementation were held between the NBRC Project Leader and the CSKT Natural Resources Department Head prior to the start of the AFA on March 15. Weekly coordination meetings were usually held with the Tribal Coordinator after she entered on duty July 6, 2005. Additional contact between the Project Leader or Acting Project Leader and the Tribal Coordinator usually occurred daily.

Considerable time and effort was devoted to training and orientation for CSKT. Approximately 325 FWS staff hours were spent on this effort across all Programs.

Work/Supply Order Forms were developed and used to communicate specific maintenance/repair needs to CSKT. The same form was used by CSKT to request equipment or supplies.

The FWS helped prepare CSKT for their Annual Bison Roundup responsibilities in a number of ways. First, a detailed plan was developed to complete the Annual Bison Roundup. CSKT reviewed drafts of this document as it was being developed and before it was finalized on August 23, 2005 (Appendix D). This plan identifies Roles and Responsibilities for CSKT and FWS. It also provides detailed job descriptions for each staff/volunteer and a map showing the location of each position. Also, a personal video showing many details and activities from the 2004 Annual Bison Roundup was shared with CSKT on 7/12/05 in preparation and training for the October 3, 2005 Roundup. Then, a "mini-Roundup" was conducted on September 7, 2005 to train CSKT staff and volunteers in all aspects of conducting the Annual Roundup. This included the use of scanner technology and a new, hydraulic squeeze chute which was installed in September, 2005.

Prior to AFA implementation, CSKT requested that all communications from CSKT staff flow through the Tribal Coordinator to the Project Leader, then to the FWS staff, and vice

versa. It was suggested this structure would reduce confusion by having a central point for each staff to screen and approve information. The FWS agreed with this structure and it helped, especially during the first field season, to ensure questions concerning general work guidance, Activity priorities or FWS policies, were answered with a single, consistent answer. Staff to staff communications still occurred for orientation, training, instruction and answering questions about how to accomplish field tasks.

In October, after the CSKT staff had become acclimated to the NBRC, and both staffs had worked most of the field season under the AFA, a new communications structure was adopted. This new structure is designed to allow most Program coordination questions to be immediately addressed by the appropriate FWS Program Supervisor, without going through the Project Leader. This structure formalizes the way communications have naturally evolved between the two staffs during the 2005 field season.

The CSKT Natural Resources Department Head stated during a February 7, 2006 coordination meeting, that CSKT believed the FWS Regional Office directed the NBRC staff to withhold information essential to CSKT's successful implementation of the AFA. CSKT then described six instances which they say are examples of this instruction being followed. Based on this belief, the Tribal Council directed the CSKT Bison Range staff not to communicate this concern or other concerns to the NBRC Project Leader. Those concerns were then expressed directly to the Department of the Interior, without notification of any FWS representative.

This CSKT decision and action is troubling for a number of reasons. First, no one in the FWS has ever given the NBRC Project Leader instructions to withhold any information necessary for CSKT to complete Activities identified in the AFA. In only three instances were Privacy Act protected names not included in information provided to CSKT.

Secondly, the FWS NBRC staff expended a tremendous amount of time, effort and energy providing information to CSKT in many ways, and always encouraged CSKT to ask questions on any subject. The FWS NBRC staff operated under the assumption that CSKT was also striving for open and effective communications to implement the AFA. However, the February 7, 2006 discovery that CSKT purposely did not fully communicate concerns to the FWS NBRC, shows this assumption was incorrect. In essence, the FWS NBRC staff was unknowingly operating under a system of "one-way" communications.

Effective "two-way" communications is essential to successful implementation of any multi-organization effort. It is strongly recommended that CSKT communicate openly and often with the NBRC staff, and that all concerns be communicated immediately to the Project Leader.

B. Time/Cost Estimate

The FWS staff time required to implement and administer an operational AFA has never been determined. Operational AFAs may be considered at other NWRs, and the amount of time spent implementing the NBRC AFA may be helpful for planning purposes. For this reason, the staff time to administer the AFA for five employees (Project Leader, Deputy Project Leader, and Program Supervisors for: Biology, Maintenance, Visitor Services) was

recorded. This includes planning and coordination efforts spent with CSKT prior to AFA implementation (January 1 to March 15, 2005).

Only the time unique to the administration of this AFA was recorded, including only efforts that were not a routine or a normal process under the pre-AFA management system. For example, the Project Leader/Deputy Project Leader typically participated at the Roundup, by making decisions at the sorting pen concerning the sale of bison. This kind of activity would not be tracked as AFA administration time. However, the time they spent writing a new AFA Roundup Plan which outlined CSKT responsibilities, and time devoted to the mini-Roundup training session, would be identified as AFA administration time.

These five FWS personnel charged with administration of this AFA devoted more than 2000 hours at a total salary cost of approximately \$86,000. An additional 700 hours was spent performing CSKT Activities at a cost of about \$19,000, primarily from March 15 through June 30, 2005. These 700 hours do not include time when the FWS volunteered to perform CSKT responsibilities during Tribal Holidays as a convenience to CSKT staff.

There are significant, additional AFA administrative costs which are not included in this report. These include:

- PCS (Permanent Change of Station) costs to transfer affected FWS personnel.
- Severance pay for affected FWS personnel
- Regional Office staff support time and costs

C. NBRC Responsibilities and Projects Which Did Not Receive Adequate Attention

A tremendous amount of FWS staff time, effort and energy was diverted away from normal NBRC management, in order to implement the AFA in CY-2005. Below are some of the priority FWS NBRC projects and responsibilities which either were not attempted, or received inadequate FWS attention, due to AFA implementation efforts. These are not listed in any specific order.

1. Explore opportunities to establish a Refuge Friends Group.
2. Devote more attention to court-ordered Flathead Lake WPA shoreline restoration.
3. Focus on FWS participation in the Hwy 93 Project planning process; Ninepipe NWR.
4. Outreach to public and congressional delegation.
5. Conduct timely Staff Performance Plans/Evaluations.
6. Acquire FWS Conservation Easements.
7. Expand volunteer invasive plant mapping on NBRC lands.
8. Build/enhance state, tribal, local partnerships to protect at-risk/high value habitat.
9. Develop NBRC Ungulate Disease Risk Assessment; study design, monitoring, prevention
10. Increase in-house research:
 - Effects of herbicide on native plant community
 - Long-term trend data analysis for: waterfowl populations, vegetation surveys, neo-tropical bird surveys
11. Develop Integrated Pest Management Plan for NBRC.
12. Complete Environmental Assessment for Chronic Wasting Disease (CWD) plans.
13. Complete Lost Trail NWR neotropical bird survey.
14. Initiate Lost Trail NWR CWD survey.

15. Complete Swan River NWR vegetative survey.
16. Replace shop roof.
17. Improve SAMMS data entry.
18. Redesign/reprint National Bison Range brochure
19. Conduct Spring teacher workshop.
20. Develop Standard Fire Effects Monitoring Plan

IV. UNIQUE CHALLENGES WITH AN OPERATIONAL AFA

Utilizing an Operational AFA to complete a significant portion of the routine responsibilities found on a refuge complex presents a unique set of challenges. Listed below are just a few of these challenges which have become apparent during the first year of the AFA. These are topics that should receive consideration and discussion when developing FWS guidance for implementing operational AFAs.

A. Loss of FWS Volunteer Contact

Volunteerism on a NWR is much more than just an opportunity for the government to receive free labor. A volunteer program is an important connection with the public, and especially with surrounding communities. It provides direct contact between the public and FWS staff, and opens the door to building relationships that foster a better public understanding of the refuge mission. It also provides opportunities for the public to be actively engaged in the stewardship of the refuge, and helps develop a sense of pride and ownership of these special places. An effective volunteer program also increases public appreciation for the rich wildlife heritage found within the National Wildlife Refuge System.

Prior to the AFA, the NBRC enjoyed an outstanding volunteer program which provided approximately 4,500 hours of assistance each year. It also provided opportunities for public involvement in a wide variety of activities, and helped foster understanding of and pride in the NBR and other NWRS lands. This volunteer program also produced the National Volunteer of the Year (award presented February 2005).

Many of the Activities which were formerly completed with volunteer assistance are now the responsibility of CSKT under the AFA. Opportunities for the public to volunteer for the FWS have been dramatically reduced, with the number of FWS volunteer hours dropping approximately 84% in the first year of the AFA. Although CSKT may develop a large and productive volunteer program in the future, the FWS loses the direct and unique relationship with those volunteers. The challenge to the NBRC will be to replace the many benefits provided by an active volunteer program.

B. Balancing Facility Access and Security

The FWS is responsible for providing reasonable security in order to protect its equipment and facilities. The Project Leader is also the "Accountable Officer" and can be held personally responsible for the loss of property. The Project Leader has direct influence with FWS staff concerning disciplinary action or prosecution for illegal activities by refuge staff.

CSKT needs access to NBRC facilities in order to perform daily activities. However, the Project Leader, although still fully responsible for refuge property, has no direct influence with CSKT staff concerning disciplinary action or prosecution for illegal activities. The Project Leader has even less influence with CSKT volunteers who may be used to complete NBRC Activities.

The challenge is to provide ready access for CSKT to NBRC facilities and equipment, while maintaining reasonable security for the protection of public assets.

C. Employee and Equipment Safety

FWS employees work side by side with CSKT employees to complete a variety of tasks, many of which have the potential for personal injury. These tasks may require the operation of heavy equipment by CSKT. The FWS has specific training and certification requirements to ensure operators have the skills and experience to safely and effectively operate equipment. The AFA only requires that CSKT provide operators that, in their opinion, have "... sufficient knowledge, skills and abilities to properly and safely perform each Activity the CSKT assigns to her or him to perform."

The challenge is that the Project Leader, although still responsible for employee and equipment safety, has little direct influence to ensure that heavy equipment operators have the appropriate knowledge, skills and abilities to operate the equipment in a safe manner.

D. Staff Relations

The complexities of implementing an operational AFA present many difficulties, challenges which elevate the potential for inter-staff tension. The abrupt turnover of over 50% of the FWS staff positions resulted in a tremendous loss of NBRC institutional knowledge, requiring an immense training effort of multiple new CSKT personnel, by the remaining FWS staff. This, along with other AFA implementation tasks, forced the FWS personnel to struggle with balancing the extra workload created by the AFA, against completing their other responsibilities with the level of excellence expected in the National Wildlife Refuge System.

The remaining FWS employees have demonstrated an exceptional level of professionalism while preparing CSKT staff for their new duties under the AFA. The FWS staff have readily expended extra effort to provide any information, training and assistance necessary to help CSKT assume their new responsibilities.

The potential for future AFAs to transfer remaining FWS positions to CSKT creates another unique challenge to maintaining high FWS staff morale. Understandably, implementing this AFA has generated some tension. However, both FWS and CSKT staffs have generally been cordial and pleasant in assuming their new responsibilities.

These unique circumstances created by this operational AFA make it difficult for the NBRC to fully contribute to the mission of the National Wildlife Refuge System.

IV. FY-2006 OPPORTUNITIES TO IMPROVE AFA EFFECTIVENESS

Recommendations to improve Activities specific to individual Programs are listed in Appendix B. Recommendations to improve overall coordination or across several programs are listed below.

A. General Coordination

- Ensure "two-way" communications between CSKT and FWS.
- Review and discuss all CSKT allegations of NBRC staff withholding information in CY-2005. Develop a process for CSKT to present all concerns to the Project Leader in FY-2006.
- Formalize a monthly reporting system for CSKT accomplishments, to improve coordination and the annual evaluation process.
- Complete Activities following timeline guidance in the Annual Work Plan.
- Provide field data sheets to FWS.
- Provide complete weed spray documentation to enable FWS to complete required State report.
- Clarify responsibilities for maintenance and repair of equipment and property.
- Combine training for Visitor Center Front Desk staff.
- Identify and initiate security modifications and process changes for Fee Fund(s) collection and GNHA Sales.

B. Future Considerations

The NBRC strongly recommends FWS adopt national policy for negotiating future AFAs. National policy would significantly reduce the time, cost and potential for disagreements by providing a consistent process which identifies roles, responsibilities and limitations for both organizations.

The NBRC also strongly recommends National FWS guidance for AFA implementation. Conducting refuge operations through an AFA raises a myriad of important questions concerning agency/tribe responsibility and liability, staff qualifications and certification requirements, staff and public safety, facility and materials security, and reporting requirements. National guidance would provide consistency, reduce the time required to develop implementation procedures at each refuge, and minimize disagreements and disputes concerning those procedures.

We also suggest a review of the Yukon Flats NWR AFA, and comparison of its implementation with that of the National Bison Range AFA. This may provide important insights, which could assist either refuge in improving AFA implementation in the future.

Appendix A: AFA Activities Results Summary Table – CY 2005

Although the Annual Work Plan has only 145 Activities listed, two individual Activities contain distinct items within the Activity. To improve accuracy, those items were separated and evaluated as independent Activities. Specifically, Fire Program Activity 2.C.2.B. has four distinct items and Visitor Services Program Activity 2.E.1.i has two distinct items that were evaluated separately. This report contains information on a total of 149 activities.

*** Accomplishment Status:**

1) Fully Successful – Activity was completed according to parameters defined in the Annual Work Plan.

2) Needs Improvement – Most, but not all of the elements were completed according to the parameters outlined in the Annual Work Plan; or, excessive FWS involvement was required to complete the Activity.

3) Unsuccessful – Most elements, or a critical element of the Activity, were not completed according to the parameters outlined in the Annual Work Plan.

4) Removed from CY-2005 Requirements – Activity was identified in the AFA Attachment A, but was removed from the Annual Work Plan requirements in CY-2005. These Activities may be scheduled for completion in FY-2006.

****** - Additional information and recommendations found on corresponding page.

Biology Program 2005 AFA Evaluation Criteria

Elements used to evaluate performance:

- Timeliness of survey: This is not a critical element.
- All required data parameters collected: This is a critical element.
- Accuracy of survey: This is a critical element.
- Timeliness of data entry: This is not a critical element.
- Timeliness of summary or report: This is not a critical element.
- Accuracy of data entry: This is a critical element.
- Accuracy of summary or report: This is not a critical element.
- Software proficiency: This is not a critical element.