



BLM Land Use Planning Survey Study

Prepared by:
**Social Research Laboratory
Northern Arizona University**

**Kristi K. Hagen, MA, MA
SRL Associate Director
Principal Investigator**

**Anne Mottek-Lucas
Program Coordinator
Co-Principal Investigator**

**Peter Little
Research Assistant
Project Manager**

Northern Arizona University
P.O. Box 15301, Flagstaff,
AZ 86011-5301 (928) 523-1515

www.nau.edu/srl



**NORTHERN
ARIZONA
UNIVERSITY**

Agency Partners:
**BLM Washington Office
Customer Research**

**Tony Mayfield, WO-830
Management Analyst
Customer Research**

**Scott Florence, AICP
Planning & Environmental
Analyst**

**Mark Spencer, AICP
Planning & Environmental
Analyst**

Bureau of Land Management
49 C Street, NW (LS-1000)
Washington, DC 20240

www.blm.gov



March 2005

Table of Contents

I.	Introduction.....	2
II.	Methodology.....	3
III.	Executive Summary.....	5
IV.	Study Findings.....	10
V.	Appendix A: Frequency Tables	20
VI.	Appendix B: Open-Ended Comments.....	35
VII.	Appendix C: Survey Instrument	48

I. Introduction

The Bureau of Land Management (BLM) is interested in achieving a better understanding of the Land Use Planning (LUP) contracting process in an effort to improve the structure of the contracting process, increase the efficiency of the contracting process, improve communication between the BLM staff and the contractors, and standardize contracting across BLM offices. To accomplish this task, the BLM contracted with the Social Research Laboratory (SRL) at Northern Arizona University (NAU), through the Colorado Plateau Cooperative Ecosystems Studies Unit (CESU), to conduct an assessment of the BLM's LUP contracting process.

The study design involved two phases. The first phase of the study was a focus group with LUP contractors (for the full report, see *BLM Land Use Planning Focus Group Report*). The second phase of the study involved a telephone interview that administered a survey to contractors. Interviews included those that attended the focus group and those that were unable to attend the focus group. This report focuses on the second phase of the study that includes an analysis of the telephone survey results. The collective information gained from both phases of this study will be used to build a national evaluation instrument scheduled to be implemented in 2005.

The telephone interviews were designed as a follow up to a focus group with BLM LUP contractors conducted February 28, 2005 in Salt Lake City, Utah. In order to alleviate some of the contractor's concerns in sharing information about their experiences of the contracting process in a focus group setting, the BLM and SRL collaboratively designed a telephone survey interview instrument to offer contractors an alternative mode to share the information. Additionally, the telephone survey was designed to gather more specific and detailed information that was not possible to gather in the focus group setting.

The telephone interview explored various Land Use Planning contracting issues that include: (1) the contractor's experience in BLM LUPs and in the National Environmental Protection Act (NEPA) process, (2) bidding and request for proposal (RFP), (3) Statements of Work (SOW), (4) tasks and deliverables, (5) changes, monitoring and evaluations of the BLM LUPs, (6) communication between BLM staff and contractors, (7) training that the contractors have received for the BLM LUP/NEPA process, (8) conferences/meetings between BLM and LUP contractors, and (9) both the most effective and least effective aspects of the BLM LUP process. Similar to other use authorization processes, Land Use Planning contracts are a complex endeavor to which the BLM's contractors can provide excellent feedback to improve the process. The information gathered in this survey will be used to improve the relationship between BLM and LUP contractors and to streamline the contracting process. The telephone survey was conducted with BLM LUP contractors in March, 2005.

The research team for this project includes Kristi K. Hagen, acting interim director of the Social Research Laboratory, serving as principal investigator for this research; Anne Mottek-Lucas serving as co-principal investigator; and, Peter Little serving as project manager for the study. The Social Research Laboratory is a full-service research and teaching facility located within the College of Social and Behavioral Sciences at Northern Arizona University. The SRL offers quality research services to public and nonprofit clients while providing graduate and undergraduate students at NAU with applied research instruction and experience.

II. Methodology

Study Goals

In order to improve the Bureau of Land Management (BLM) Land Use Planning (LUP) processes and LUP contractor relations, the BLM contracted with the Social Research Laboratory at Northern Arizona University to conduct a telephone survey with BLM LUP contractors. The BLM LUP contracting process is in its early stages and the goal of this study is to assist BLM in hearing from contractors who have been involved with BLM LUPs and develop new strategies to both improve and streamline the LUP process with contractors and across BLM offices. The results of the survey will aid BLM in pinpointing areas of the contracting process that need improvement. These areas include the stages of the contracting process as well as the efficiency, administration, monitoring, training and communication that are involved in the BLM LUP contracting process.

Survey Construction

The Bureau of Land Management and the Social Research Laboratory collaboratively designed a telephone interview survey (see Appendix C). In order to construct the telephone survey instrument, information obtained from the BLM Washington office was combined with data gathered at the BLM Land Use Planning focus group held in Salt Lake City, Utah in February, 2005. The telephone survey was designed to gather both quantitative and qualitative data and consists of 43 questions. This design not only allowed for a quantitative assessment, but also included an area for open-ended responses that would capture a more detailed set of responses that can be missed in a purely quantitative analysis.

Database Construction and Management

The BLM provided the Social Research Laboratory (SRL) with the names of 34 LUP contractors, largely concentrated in the Western United States. The SRL notified all of the contractors of the telephone interviews through telephone calls and e-mails. If any e-mails were returned undeliverable, SRL staff obtained the correct e-mail address by an Internet search or by calling the contractor's organization. Contractors were asked to contact the SRL through e-mail to schedule an appointment for a telephone interview. If the SRL did not receive a reply from the contractors through e-mail correspondence, a follow-up telephone call was made to schedule an interview date and time. Appointments were made with the contractors in order to schedule interviews at a time that was most convenient for them. Additionally, the e-mail notification gave the contractors information to confirm the legitimacy of the study.

Sample and Telephone Survey Administration

Highly trained telephone interviewers conducted the telephone surveys between 9 am and 6 pm, March 2-8, 2005. Depending on the respondent's answers, the length of the interviews ranged from 25 to 45 minutes. Of the 34 LUP contractors in the database, the SRL was able to reach and complete 26 telephone interviews for a 76 percent response rate.

Study Results

Data is reported in both the frequency, the actual count, and in percent of the total responses (see Frequency Tables, Appendix A). If “don’t know” or “refused” answers were selected, these responses were treated as a missing response and are not part of the total question calculation. In addition, due to rounding, total percents may not add up to exactly 100 percent. Rating scales were based on a scale from 1 to 5, with one as the lowest rating and five as the highest. In reporting the rating scales, a mean has been calculated to give an average result. In general, rating of three or less indicate lower satisfaction with an item or area while a rating of four or higher reflects greater satisfaction with the item or area.

Study Limitations

Due to the very small number of contractors and completed interviews, caution should be exercised when reviewing the data and comparing subgroups. Average ratings are provided for rating questions that asked the respondent to rate an item on a 1 to 5 scale. However, the range of the question responses are also important to examine and are presented in the frequency tables in Appendix A. Surveys are best understood as a “snapshot in time” and reflect opinions and perceptions at the time of the interview. Subsequent policy or administration changes, experiences and events may impact or change opinions and perceptions. Future surveys are important to measure change over time and to capture the most recent respondent information.

III. Executive Summary

Experience with BLM Land Use Plans and National Environmental Protection Act

- ❖ The majority (54%) of contractors have worked with BLM LUPs for three to five years and just under one-third (31%) have worked with the BLM for less than three years. Fifteen percent of the contractors have worked in BLM LUP contracts for six years or more.
- ❖ Just over one-quarter (27%) of contractors have worked on one or two LUP contracts and one-third (33%) have worked on three or four LUP contracts. The largest percentage of contractors (40%) have worked on five or more contracts.
- ❖ More than two-thirds (68%) of the contractors have bid on five or more contracts. Twenty percent have submitted between three and four bid proposals while 12 percent have submitted one to two bids/proposals.
- ❖ Most contractors have worked with the NEPA process over five years with 15 percent working 6-10 years and the same number working 11-15 years (15%). Twelve percent of contractors have worked with the NEPA process 3-5 years and four percent have worked less than three years.

Rating the Bidding and Request for Proposal Process

- ❖ Overall, half (50%) of LUP contractors rate their satisfaction with the BLM bidding/RFP process as “very satisfied or somewhat satisfied” (15% and 35%, respectively). Nearly the same percentage said they are “somewhat or very dissatisfied” (35% and 12%, respectively).
- ❖ On a scale from 1 to 5, with one being the lowest rating and five as the highest, LUP contractors gave an average rating of 3.0 for the timeliness of the BLM bidding/RFP process.
- ❖ On the same scale, LUP contractors gave an average rating of 3.2 for the communication between BLM and the contractors in regards to RFPs.
- ❖ LUP contractors gave an average rating of 2.7 for the RFP requirements.
- ❖ For the budgeting requirements of RFPs, LUP contractors gave an average rating of 2.8.
- ❖ When asked about the time between the various RFP postings and subsequent due dates, LUP contractors gave an average rating of 2.7.
- ❖ LUP contractors gave an average rating of 3.0 when asked about the turnaround time for the submission of the RFPs.

- ❖ When asked about the consistency of the review and award of RFP submissions, LUP contractors gave an average rating of 2.7.

Statements of Work

- ❖ When asked if Statements of Work are clearly written, a little over half (52%) of LUP contractors said “yes,” and almost the same amount (48%) said “no.”
- ❖ LUP contractors were asked to reflect on completed projects or project in progress to determine whether or not the Statements of Work have been an accurate reflection of the work required. In response to this question, 56 percent said “no,” while 44 percent said “yes.”

Tasks and Deliverables

- ❖ On a scale from 1 to 5, with one being the lowest rating and five being the highest, LUP contractors gave an average rating of 3.3 in rating the required tasks and deliverables required for LUP contracts.
- ❖ When asked how flexible the BLM is with regard to the stipulated tasks and deliverables, LUP contractors gave an average rating of 3.2.
- ❖ When asked to rate the communication between the contractor and the BLM staff, LUP contractors gave an average rating of 3.8.
- ❖ When asked about the required deadlines of the tasks and deliverables, LUP contractors gave an average rating of 3.0.
- ❖ The timeliness of BLM’s response to the submitted deliverables was given an average rating of 3.0.
- ❖ The feedback contractors receive from the BLM once deliverables are submitted was given an average rating of 3.2.
- ❖ LUP contractors gave an average rating of 2.9 when asked how the tasks and deliverable are monitored by BLM.
- ❖ When asked whether or not the task and deliverable requirements match the objectives of the LUPs, the majority of contractors (85%) said “yes,” requirements do match the LUP objectives.

Changes, Modifications and Monitoring

- ❖ On a scale from 1 to 5, with one being the lowest rating and five the highest, contractors were asked to rate modifications, monitoring and evaluation of the LUP contracts. When considering the timelines imposed by BLM in order to accommodate alternatives and/or modifications, contractors gave an average rating of 2.7.
- ❖ The flexibility of the LUP contracts to adjust to changing situations was given an average rating of 3.3.
- ❖ In rating the flexibility of BLM to changes in the contract, the average rating was 3.5.
- ❖ Using the same scale, contractors were asked to rate their ability to initiate changes and/or alternatives to the contract. They gave this an average rating of 3.7.
- ❖ When asked about monitoring by BLM of changes made to the contracts, an average rating of 3.3 was selected.
- ❖ Rating the ease of change orders with BLM was given an average rating of 3.1.
- ❖ The efficiency of change orders on BLM's part was given an average rating of 2.8.

Evaluations/Feedback

- ❖ On the same scale, contractors gave an average rating of 3.3 when asked to rate evaluations of the LUPs by BLM staff.
- ❖ The amount of feedback the contractors receive from BLM during the contracting process was given an average rating of 3.3.
- ❖ The feedback the contractors receive from BLM once the LUP is complete was given an average rating of 3.2.
- ❖ When asked to rate the conflict resolution that takes place during the contracting process on behalf of BLM, contractors gave an average rating of 3.0.

Support and Communication from BLM Staff

- ❖ Overall, contractors are happy with support from with the BLM. When contractors were asked how satisfied they have been with the level of support they've received from BLM, 42 percent said they were "somewhat satisfied," while 39 percent said they were "very satisfied." Only 15 percent said they were "somewhat dissatisfied" and four percent were "neutral."

- ❖ When asked how satisfied they have been with the level of communication with the BLM COR (Contracting Officer Responsible), most contractors said they were “very satisfied” (52%) or “somewhat satisfied” (36%).
- ❖ Almost half (46%) of contractors said the BLM COR or Project Lead Manager corresponds with the contractor’s staff via telephone, fax, email or snail-mail on a “weekly” basis, while 42 percent said they corresponded on a “daily” basis.
- ❖ When asked how often the BLM COR or Project Lead Manager meets with the contractor’s staff in face-to-face meeting or briefings, the majority (72%) of contractors said on a “monthly” basis.
- ❖ Most contractors (85%) said the COR communicates with them “often enough.”
- ❖ When asked how satisfied they have been with the level of communication with the BLM field office staff, 62 percent said “very satisfied” (27%) or “somewhat satisfied” (35%). Just over one-third (35%) said “somewhat dissatisfied.”
- ❖ When asked how satisfied they have been with the level of communication with the BLM state office staff, 69 percent said “very satisfied” (27%) or “somewhat satisfied” (42%). Nineteen percent said “somewhat dissatisfied,” and eight percent said “very dissatisfied.”
- ❖ When contractors were asked about the level of the COR’s experience, just over one-quarter (27%) of the LUP contractors describe them as “very experienced,” while 31 percent said they were “somewhat experienced.” Fifteen percent of contractors said BLM CORs are “somewhat inexperienced,” and the same amount (15%) said they were “very inexperienced.”
- ❖ Only 12 percent of LUP contractors said that they had an employee stationed at a BLM office. Of those that have an employee stationed at a BLM office, all (100%) said that this was “very helpful.”
- ❖ When asked about BLM project coordination, nearly two-thirds (63%) of contractors were “very satisfied” or “somewhat satisfied” (13% and 50% respectively), while 38 percent were “somewhat dissatisfied.”

Training

- ❖ Contractors were asked if they have received formal training for the BLM LUP process. Just slightly over half (54%) said “yes” and 46 percent have not received formal training. Of the contractors that have received formal training, over half (57%) of the contractors said that they received “more than 30 hours” of training, while 43 percent said they received “10-30 hours” of training.

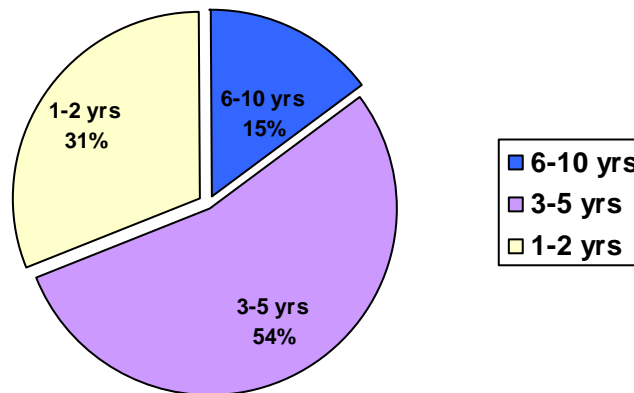
- ❖ Contractors were asked if they have received formal training in order to understand the NEPA process. The majority (65%) have received training in the NEPA process while just over one-third have not received training (35%). The majority (77%) of the contractors that received training said that they received “more than 30 hours” of NEPA training, while equal percentages (12%) said they received “10-30 hours” of training or “less than 10 hours” of training (12%).
- ❖ Half (50%) of LUP contractors have received informal BLM LUP training from BLM staff and half (50%) have not. Of the half that have received training, 64 percent have received “less than 10 hours,” 27 percent received “more than 30 hours” and nine percent received between “10-30 hours” of informal LUP training from BLM staff.
- ❖ Most (62%) contractors have not received informal training for the NEPA process from BLM staff, while 39 percent said that they have received some type of training from BLM. Of those that did receive training, over half (56%) said they received “less than 10 hours” and 11 percent said they received “more than 30 hours” of training. Thirty-three percent said they received “10-30 hours” of training.
- ❖ When contractors were asked about an annual conference with BLM staff, most (81%) said it would be “very helpful” (46%) or “somewhat helpful (35%).” Twelve percent said it would be “somewhat unhelpful.”
- ❖ In response to how likely they would be to attend an annual conference, most (68%) said “very likely” (44%) or “somewhat likely” (24%). Just under one-quarter would be “somewhat unlikely” to attend (24%).

IV. Study Findings

Experience with BLM Land Use Plans and National Environmental Protection Act

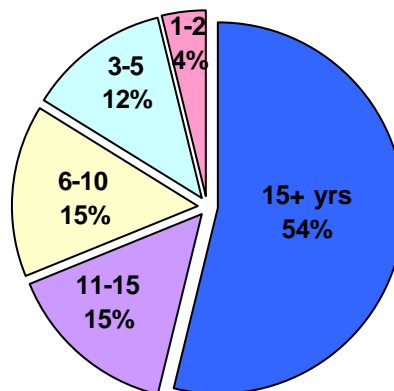
Over half of the LUP contractors interviewed for this study have worked three or more years with the BLM on LUP contracts (54%) with 15 percent of contractors having six or more years of collaboration. Just under one-third (31%) have worked less than three years on LUP contracts (see Figure 1).

Figure 1: Years working with BLM on LUP Contracts



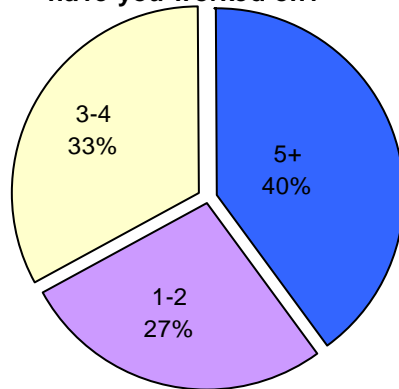
Contractors were also asked how long they have worked with the NEPA process. Over half (54%) of contractors have worked with the NEPA process for more than 15 years. Fifteen percent had worked with NEPA for 11-15 years, and 15 percent had worked with NEPA for 6-10 years. Twelve percent said 3-5 years, and only four percent had worked with NEPA for 1-2 years (see Figure 2).

Figure 2: Number of Years Working with the NEPA Process



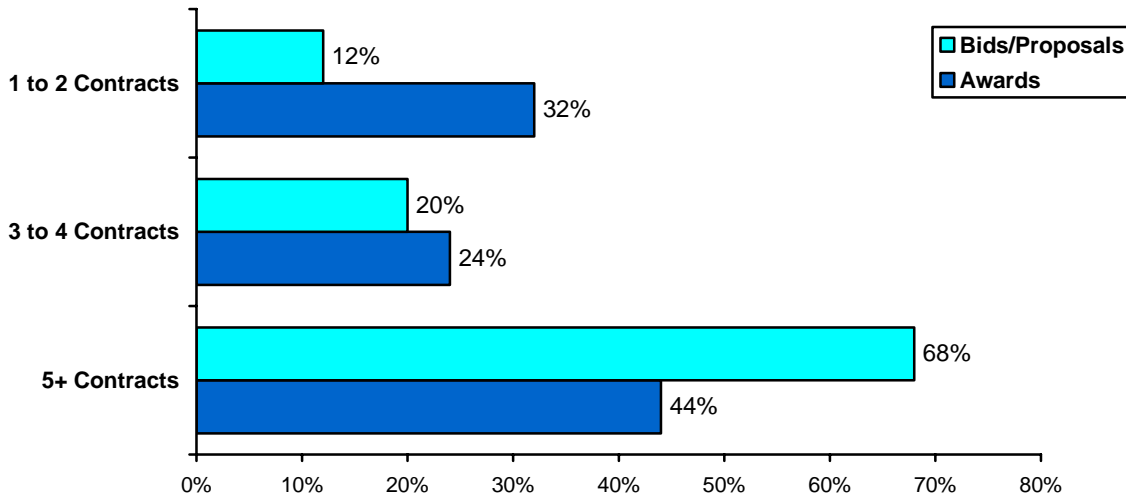
When asked, “How many BLM LUP contracts have you worked on?” contractors gave a variety of responses. Most contractors (40%) have worked on five or more BLM LUP contracts. Twenty-seven percent have worked on between one and two contracts, and 33 percent have worked on three or four contracts (see Figure 3).

Figure 3: How many BLM LUP Contracts have you worked on?



Contractors were also asked, “How many BLM LUP contracts have you bid on?” and “Of the contracts that you bid on, how many were awarded?” Most contractors (68%) have bid on five or more BLM LUP contracts. Twenty percent have bid on three to four, and 12 percent have bid on one to two. Of the contracts that these contractors have bid on, 44 percent said that they had five or more that were awarded. Thirty-two percent had between one and two awarded, and 24 percent had between three and four awarded (see Figure 4)

Figure 4: Comparison of Contract Bids and Awards



Of the 26 contractors interviewed for this study, 18 were “Project Managers or Directors” on the BLM LUP contracts, and three were “Program Managers or CORs” and one described their role as “Technical Specialist.” The remaining contractors described their role as “Principal in charge of NEPA documentation,” “Principal planner/ President,” “Resource research data collection” and “Travel management specialist/Route designation.”

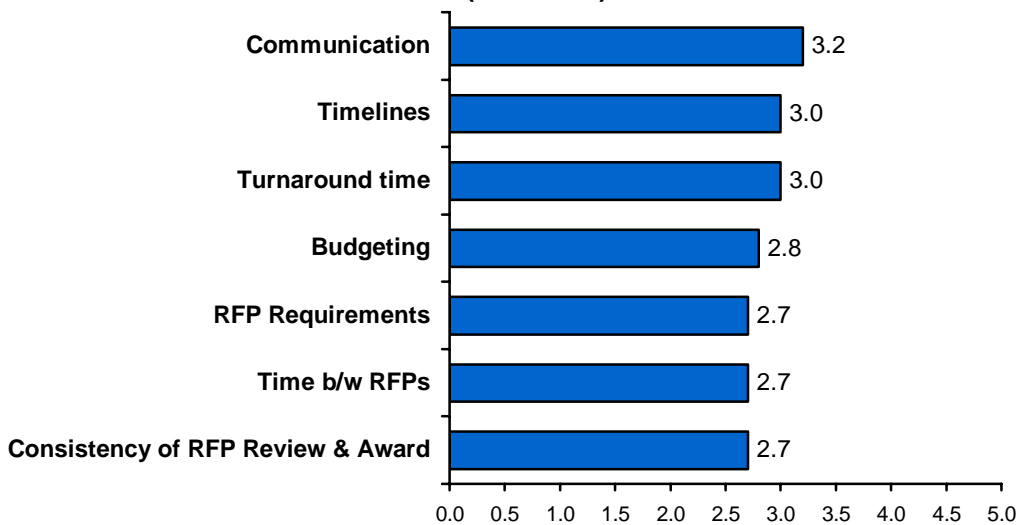
Rating the Bidding and Request for Proposal Process

Contractors were asked to rate on a scale from 1 to 5, with one being the lowest rating and five the highest, the following aspects of the RFP process:

- a) timeliness of the bidding/RFP process,
- b) communication between BLM and the contractors in regards to RFP's,
- c) RFP requirements,
- d) budgeting requirements of the RFP's,
- e) spacing between the various RFP postings and subsequent due dates,
- f) turnaround time required for the submission of the RFP's, and
- g) consistency of the review and award of RFP submissions.

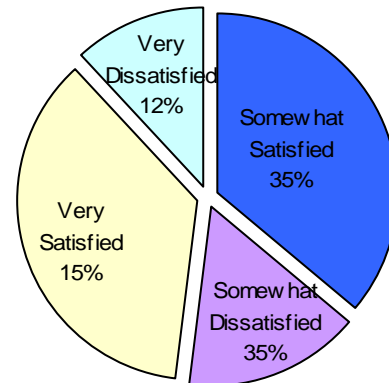
Contractors gave the highest average rating for communication (3.2), followed closely by an average rating of 3.0 for the timelines of the bidding/RFP process and an average rating of 3.0 for the turnaround time for the submission of the RFPs. Budgeting (2.8), RFP requirements (2.7), and time spacing between the various RFP postings (2.7), and the consistency of the review and award of RFP submissions (2.7) received lower average ratings (see Figure 5).

Figure 5: Ratings of aspects of the BLM LUP RFP process (1-5 scale)



Contractors were asked, “How satisfied have you been with the BLM bidding/RFP process?” Overall, half of the contractors are satisfied with 15 percent “very satisfied” or “somewhat satisfied” (35%). Nearly half (47%) are “somewhat dissatisfied” or “very dissatisfied,” (35% and 12% respectively) (see Figure 6).

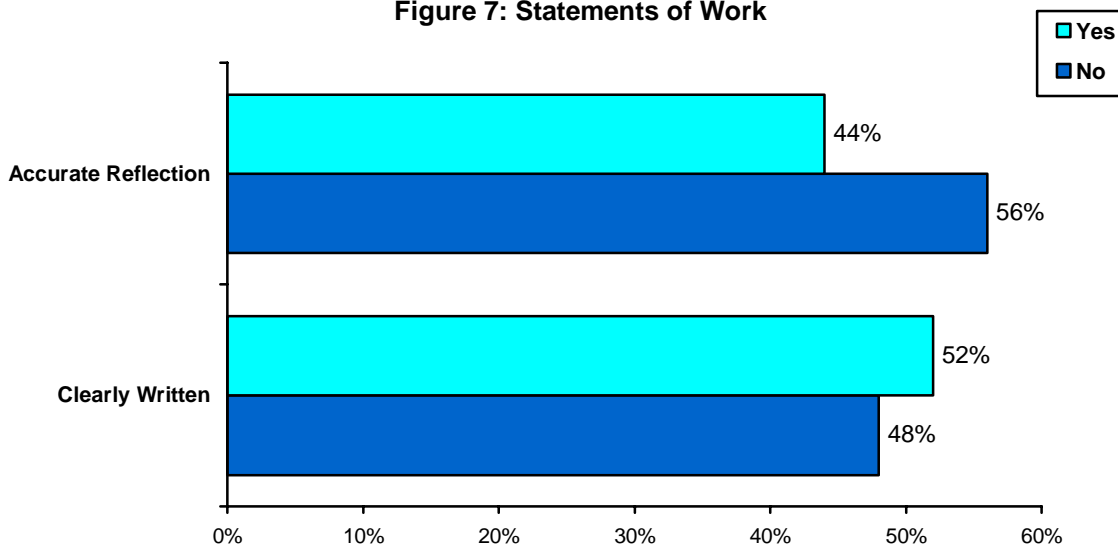
Figure 6: BLM Bidding/RFP Process Satisfaction Ratings



Statements of Work

About half (52%) of contractors say the Statement of Work (SOW) is clearly written, and about half (48%) say it is not clearly written. In addition to these findings, more than half (56%) of the contractors say that the SOW *is not* an accurate reflection of the work required, while 44 percent say that the SOW *is* an accurate reflection (see Figure 7).

Figure 7: Statements of Work

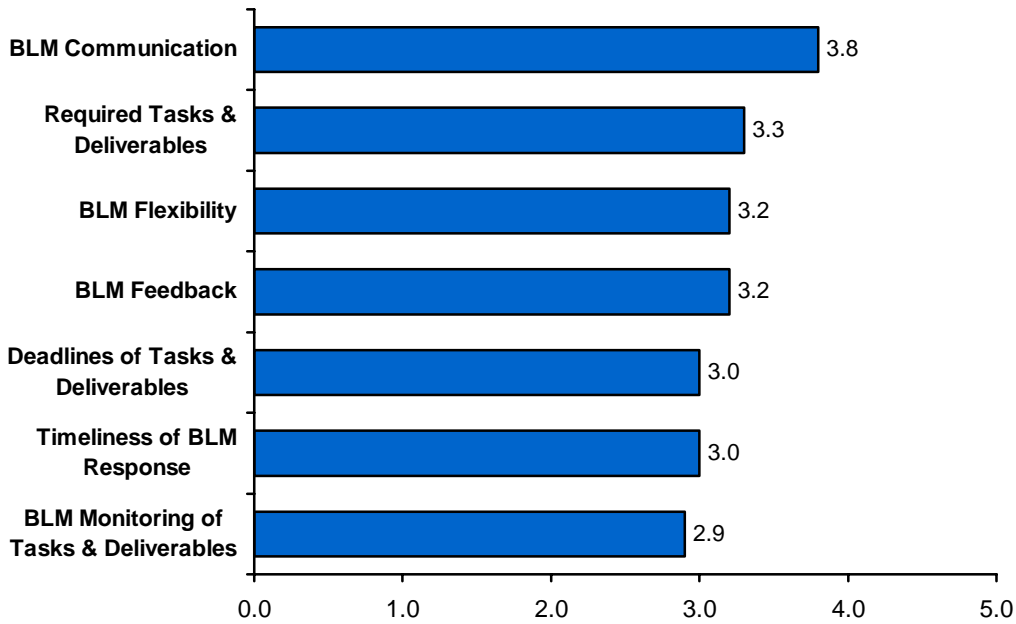


Tasks and Deliverables

Contractors were asked to rate, on a scale from 1 to 5, with one being the lowest rating and five being the highest, the “required tasks and deliverables that are in the LUP’s,” “the flexibility of the BLM in regards to the stipulated tasks and deliverables,” “communication between the contractor and the BLM staff,” “required deadlines of the tasks and deliverables,” “the timeliness of BLM’s response to the submitted deliverables,” “feedback contractors receive from the BLM once deliverables are submitted,” as well as rate “how the tasks and deliverable are monitored by BLM.”

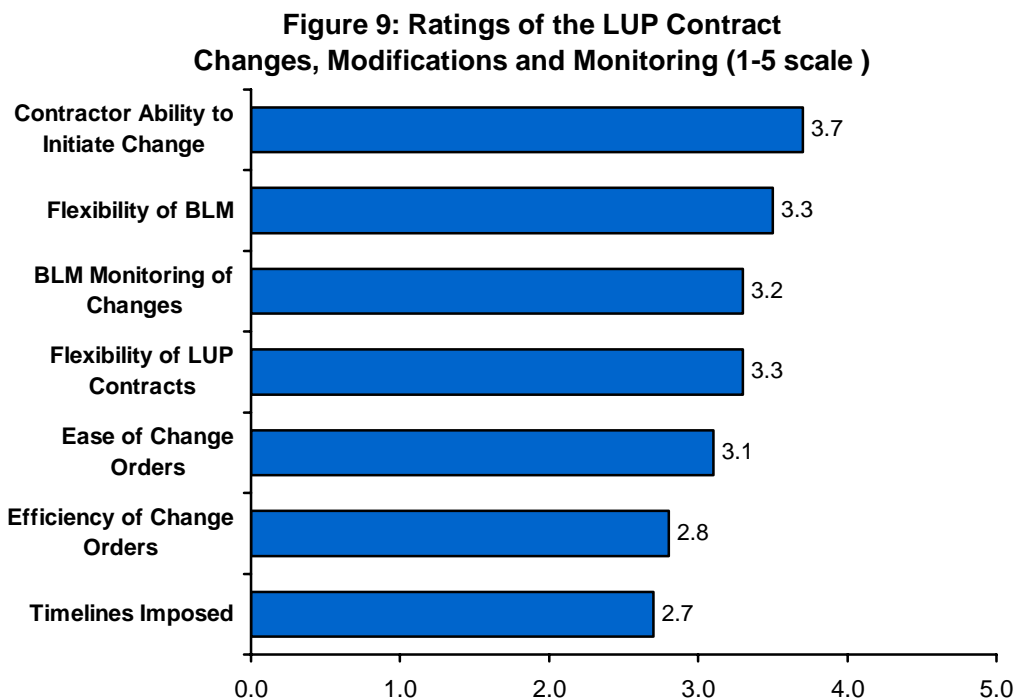
LUP contractors gave the highest average rating of 3.8 when asked to rate the communication between the contractor and the BLM staff. Required tasks and deliverables received an average rating of 3.3, followed closely by BLM flexibility in regards to the stipulated tasks and deliverables (3.2). When asked to rate the feedback contractors receive from the BLM once deliverables are submitted, contractors gave an average rating of 3.2. Required deadlines of the tasks and deliverables were given an average rating of 3.0, the same rating as the timeliness of BLM’s response to the submitted deliverables. The lowest average rating was given by LUP contractors to the monitoring of tasks and deliverable by BLM, 2.9 (see Figure 8).

Figure 8: Ratings of the LUP Tasks and Deliverables (1-5 scale)



Changes, Modifications and Monitoring

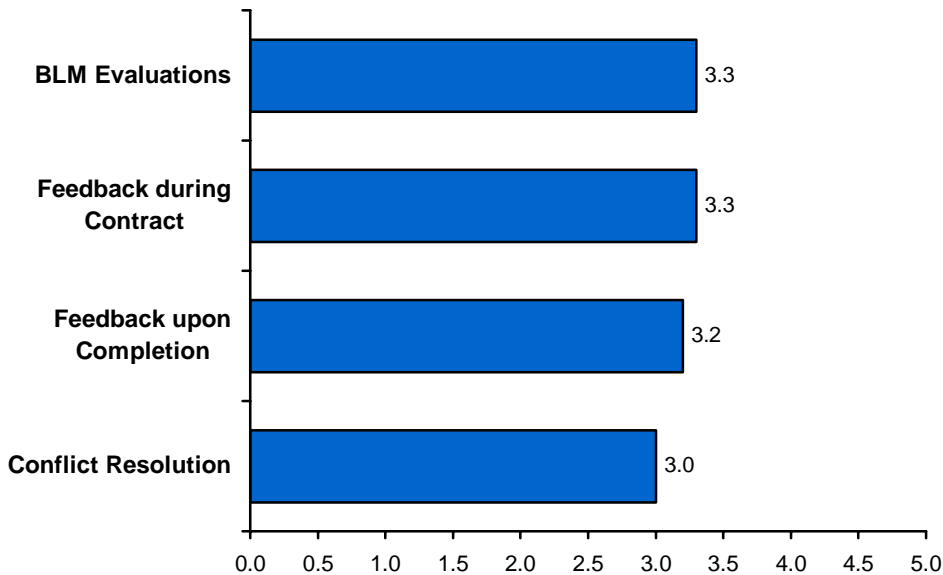
On a scale from 1 to 5, with one being the lowest rating and five the highest, contractors were asked to rate changes, monitoring and evaluation of the LUP contracts. Contractors were asked to rate their ability to initiate changes and/or alternatives to the contract. They gave this an average rating of 3.7. The flexibility of the BLM to adjust to changing situations was given an average rating of 3.5. When asked about monitoring by BLM of changes made to the contracts, an average rating of 3.3 was selected. In rating the flexibility of LUP contracts to changes, the average rating was 3.3. Rating the ease of change orders with BLM was given an average rating of 3.1. The efficiency of change orders on BLM's part was given an average rating of 2.8. When considering the timelines imposed by BLM in order to accommodate alternatives and/or changes, contractors gave an average rating of 2.7 (see Figure 9).



Evaluations/Feedback

On the same scale, contractors gave an average rating of 3.3 when asked to rate evaluations of the LUPs by BLM staff. The amount of feedback the contractors receive from BLM during the contracting process was given an average rating of 3.3. The feedback the contractors receive from BLM once the LUP is complete was given an average rating of 3.2. When asked to rate the conflict resolution that takes place during the contracting process on behalf of BLM, contractors gave an average rating of 3.0 (see Figure 10).

Figure 10: Ratings of the LUP Contract Evaluation and Feedback (1-5 scale)



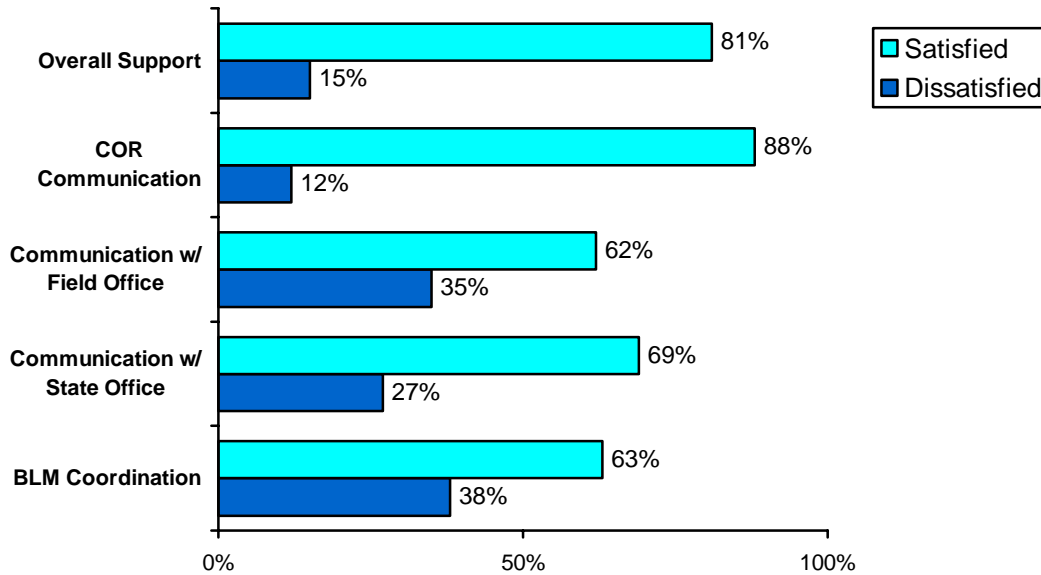
Support and Communication from BLM Staff

Overall, contractors are very happy with support from with the BLM (81%). When contractors were asked how satisfied they have been with the level of support they have received from BLM, 42 percent said they were “somewhat satisfied,” while 39 percent said they were “very satisfied.” Only 15 percent said they were “somewhat dissatisfied.”

When asked how satisfied they have been with the level of communication with the BLM COR, most (88%) contractors said they were satisfied with over half “very satisfied” (52%) and more than one-third “somewhat satisfied” (36%). When asked how satisfied they have been with the level of communication with the BLM field office staff, 62 percent said “very satisfied” (27%) or “somewhat satisfied” (35%), while just over one-third (35%) said “somewhat dissatisfied.”

When asked how satisfied they have been with the level of communication with the BLM state office staff, 69 percent said “very satisfied” (27%) or “somewhat satisfied” (42%), 19 percent said “somewhat dissatisfied,” and eight percent said “very dissatisfied.” When asked about BLM project coordination, nearly two-thirds (63%) of contractors were “very satisfied (13%) or “somewhat satisfied” (50%), while 38 percent were “somewhat dissatisfied” (see Figure 11).

Figure 11: Ratings LUP Contract Support and Communication (1-5 scale)



Almost half (46%) of contractors said the BLM COR or Project Lead Manager corresponds with the contractor’s staff via telephone, fax, email or snail-mail on a “weekly” basis, while 42 percent said they corresponded on a “daily” basis. When asked how often the BLM COR or Project Lead Manager meets with the contractor’s staff in face-to-face meeting or briefings, the majority (72%) of contractors said on a “monthly” basis (see Figure 12).

Figure 12: Frequency of BLM Contact

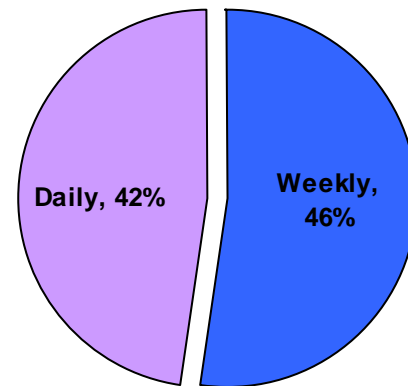
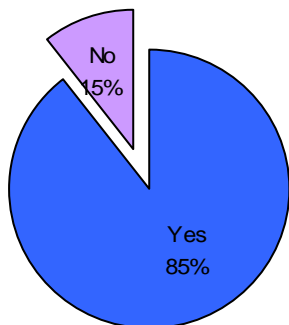


Figure 12a: Is the LUP BLM COR Communication w/ Contractor Sufficient?

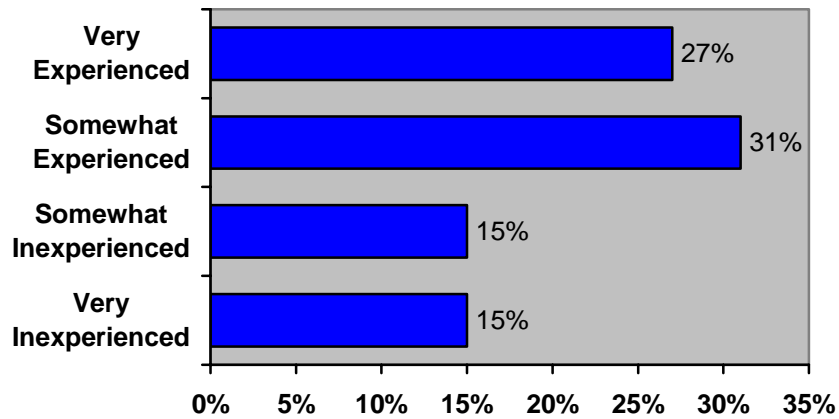


Most contractors (85%) said the COR communicates with them “often enough” (see Figure 12a).

Rating of COR Experience

Just over one-quarter (27%) of the LUP contractors describe the level of the COR’s experience as “very experienced,” while 31 percent said they were “somewhat experienced.” Fifteen percent of contractors said BLM CORs are “somewhat inexperienced,” and the same amount (15%) said they were “very inexperienced” (see Figure 13).

Figure 13: Contractor Ratings of BLM LUP COR Experience



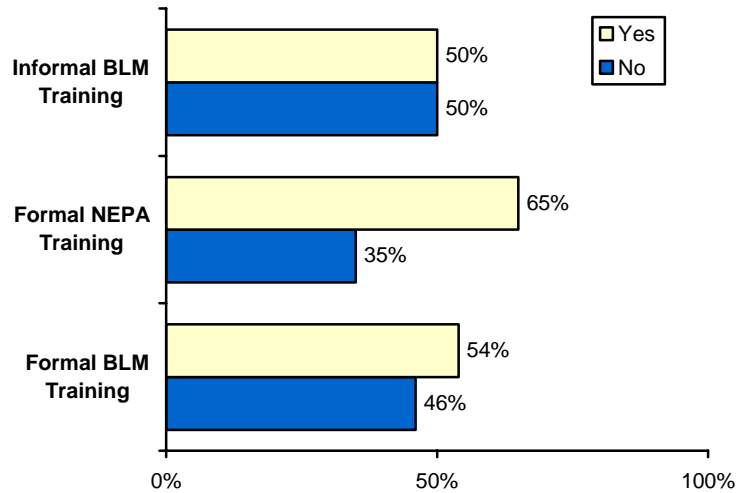
Only 12 percent of LUP contractors said that they had an employee stationed at a BLM office. Of those that had an employee stationed at a BLM office, all (100%) said that this was “very helpful.”

Training

Contractors were asked if they have received formal training for the BLM LUP process. Just slightly over half (54%) said “yes” and 46 percent have not received formal training (see Figure 14). Of the contractors that have received formal training, over half (57%) of the contractors said that they received “more than 30 hours” of training, while 43 percent said they received “10-30 hours” of training.

Contractors were asked if they have received formal training in order to understand the NEPA process. The majority (65%) have received training in the NEPA process while just over one-third have (35%) not received training. The majority (77%) of the contractors that received training said that they received “more than 30 hours” of NEPA training, while equal percentages (12%) said they received “10-30 hours” of training or “less than 10 hours” of training (12%).

Figure 14: LUP Contractor Training Received



Half (50%) of LUP contractors have received informal BLM LUP training from BLM staff and half (50%) have not received informal training. Of the half that have received training, 64 percent have received “less than 10 hours,” 27 percent received “more than 30 hours” and nine percent received between “10-30 hours” of informal LUP training from BLM staff.

Most (62%) of contractors have not received informal training for the NEPA process from BLM staff, while 39 percent said that they have received some type of training from BLM. Of those that did receive training, over half (56%) said they received “less than 10 hours,” one-third (33%) said they received “10-30 hours” of training, and 11 percent said they received “more than 30 hours” of training.

When contractors were asked about an annual conference with BLM staff, most (81%) said it would be “very helpful” (46%) or “somewhat helpful” (35%). Only 12 percent said it would be “somewhat unhelpful.” In response to how likely they would be to attend an annual conference, most (68%) said “very likely” (44%) or “somewhat likely” (24%). Just under one-quarter (24%) would be “somewhat unlikely” to attend.

V. Appendix A: Frequency Tables

BLM Land Use Planning Telephone Interview

1. How long have you worked with the BLM on LUP contracts?

Average yrs. = 2.85	Frequency	Percent
1-2 yrs.	8	31%
3-5 yrs.	14	54%
6-10 yrs.	4	15%
Total	26	100%

2. How long have you worked with the NEPA process?

Average yrs. = 5.04	Frequency	Percent
1-2 yrs.	1	4%
3-5 yrs.	3	12%
6-10 yrs.	4	15%
11-15 yrs.	4	15%
16 yrs. or more	14	54%
Total	26	100%

3. How many BLM LUP contracts have you worked on?

Average = 2.13	Frequency	Percent
1-2	4	27%
3-4	5	33%
5 or more	6	40%
Total	15	100%

4. How many BLM LUP contracts have you bid on?

Average = 3.44	Frequency	Percent
1-2	3	12%
3-4	5	20%
5 or more	17	68%
Total	25	100%

4a. Of the contracts that you bid on, how many were you awarded?

Average = 2.96	Frequency	Percent
1-2	8	32%
3-4	6	24%
5 or more	11	44%
Total	25	100%

5. What is your role in the BLM LUP process?

	Frequency	Percent
Project Manager/Director	18	69%
Program Manager/COR	3	12%
Technical Lead	0	0%
Technical Specialist	0	0%
Other	5	19%
Total	26	100%

6a. How would you rate the timeliness of the bidding/RFP process? (1-5 scale)

Average = 3.00	Frequency	Percent
Lowest (1)	1	4%
2	7	29%
3	8	33%
4	6	25%
Highest (5)	2	8%
Total	24	99%

6b. How would you rate communication between BLM and the contractors in regards to RFP's? (1-5 scale)

Average = 3.20	Frequency	Percent
Lowest (1)	2	8%
2	3	12%
3	13	50%
4	5	19%
Highest (5)	3	12%
Total	26	101%

6c. How would you rate RFP requirements? (1-5 scale)

Average = 2.70	Frequency	Percent
Lowest (1)	4	15%
2	6	23%
3	10	39%
4	6	23%
Highest (5)	0	0%
Total	26	100%

6d. How would you rate the budgeting requirements of the RFP's? (1-5 scale)

Average = 2.80	Frequency	Percent
Lowest (1)	1	4%
2	9	36%
3	9	36%
4	5	20%
Highest (5)	1	4%
Total	25	100%

6e. How would you rate the spacing between the various RFP postings and subsequent due dates? (1-5 scale)

Average = 2.70	Frequency	Percent
Lowest (1)	5	22%
2	4	17%
3	7	30%
4	6	26%
Highest (5)	1	4%
Total	23	99%

6f. How would you rate the turnaround time required for the submission of the RFP's? (1-5 scale)

Average = 2.90	Frequency	Percent
Lowest (1)	2	8%
2	9	35%
3	4	15%
4	10	39%
Highest (5)	1	4%
Total	26	101%

6g. How would you rate the consistency of the review and award of RFP submissions? (1-5 scale)

Average = 2.70	Frequency	Percent
Lowest (1)	3	13%
2	9	38%
3	5	21%
4	6	25%
Highest (5)	1	4%
Total	24	101%

7. How satisfied have you been with the BLM bidding/RFP process?

	Frequency	Percent
Very satisfied	4	15%
Somewhat satisfied	9	35%
Neutral	1	4%
Somewhat dissatisfied	9	35%
Very dissatisfied	3	12%
Total	26	101%

8. In order to improve the RFP/bidding process, what is the most important issue that needs to be addressed?

See Appendix B

9. Is the Statement of Work clearly written?

	Frequency	Percent
Yes	13	52%
No	12	48%
Total	25	100%

10. Have the Statements of Work been an accurate reflection of the work required?

	Frequency	Percent
Yes	11	44%
No	14	56%
Total	25	100%

10a. As you look back on completed projects or projects in progress, have the Statements of Work been an accurate reflection of the work required? If no, why not?

See Appendix B

11. What would you say is the MOST IMPORTANT issue that needs to be addressed in order to improve Statements of Work?

See Appendix B

12. In general, what are the primary types of tasks or deliverables that you produce for Land Use Planning projects?

See Appendix B

13a. How would you rate the required tasks and deliverables that are in the LUP's? (1-5 scale)

Average = 3.30	Frequency	Percent
Lowest (1)	0	0%
2	5	21%
3	8	33%
4	9	38%
Highest (5)	2	8%
Total	24	100%

13b. How would you rate the flexibility BLM offers in the stipulated tasks and deliverables? (1-5 scale)

Average = 3.20	Frequency	Percent
Lowest (1)	1	4%
2	7	28%
3	5	20%
4	10	40%
Highest (5)	2	8%
Total	25	100%

13c. How would you rate communication between the contractor and the BLM staff? (1-5 scale)

Average = 3.80	Frequency	Percent
Lowest (1)	0	0%
2	3	13%
3	7	29%
4	7	29%
Highest (5)	7	29%
Total	24	100%

13d. How would you rate the required deadlines of the tasks and deliverables? (1-5 scale)

Average = 3.00	Frequency	Percent
Lowest (1)	1	4%
2	6	25%
3	10	42%
4	6	25%
Highest (5)	1	4%
Total	24	100%

13e. How would you rate the timeliness of BLM's response to submitted deliverables? (1-5 scale)

Average = 3.00	Frequency	Percent
Lowest (1)	1	4%
2	10	40%
3	3	12%
4	9	36%
Highest (5)	2	8%
Total	25	100%

13f. How would you rate the feedback you receive from BLM once deliverables are submitted? (1-5 scale)

Average = 3.20	Frequency	Percent
Lowest (1)	2	8%
2	5	20%
3	8	32%
4	6	24%
Highest (5)	4	16%
Total	25	100%

13g. How would you rate how the tasks and deliverables are monitored by BLM? (1-5 scale)

Average = 2.90	Frequency	Percent
Lowest (1)	2	9%
2	5	22%
3	9	39%
4	7	30%
Highest (5)	0	0%
Total	23	100%

14. Do the task and deliverable requirements match the objectives of the LUP's?

	Frequency	Percent
Yes	22	85%
No	2	8%
Don't have enough experience	2	8%
Total	26	101%

15. What would you say is the MOST IMPORTANT issues that need to be addressed in order to **improve** the required tasks and deliverables of LUPs?

See Appendix B

How would you rate:

16a. The timelines imposed by BLM in order to accommodate alternatives (changes)? (1-5 scale)

Average = 2.70	Frequency	Percent
Lowest (1)	2	8%
2	10	39%
3	7	27%
4	7	27%
Highest (5)	0	0%
Total	26	101%

16b. The flexibility of the LUP contracts to adjust to changing situations? (1-5 scale)

Average = 3.30	Frequency	Percent
Lowest (1)	2	8%
2	3	12%
3	10	39%
4	8	31%
Highest (5)	3	12%
Total	26	102%

16c. What about the flexibility of BLM to changes in the contract? (1-5 scale)

Average = 3.50	Frequency	Percent
Lowest (1)	2	8%
2	2	8%
3	5	21%
4	12	50%
Highest (5)	3	13%
Total	24	100%

16d. How would you rate your ability, as the contractor, to initiate changes/alternatives to the contract? (1-5 scale)

Average = 3.70	Frequency	Percent
Lowest (1)	0	0%
2	4	16%
3	4	16%
4	13	52%
Highest (5)	4	16%
Total	25	100%

16e. How would you rate monitoring by BLM of changes made to the contracts? (1-5 scale)

Average = 3.30	Frequency	Percent
Lowest (1)	0	0%
2	3	13%
3	11	48%
4	9	39%
Highest (5)	0	0%
Total	23	100%

16f. How would you rate the ease of change orders on the part of BLM? (1-5 scale)

Average = 3.10	Frequency	Percent
Lowest (1)	2	8%
2	6	23%
3	9	35%
4	6	23%
Highest (5)	3	12%
Total	26	101%

16g. How would you rate how the efficiency of change orders on the part of BLM? (1-5 scale)

Average = 2.80	Frequency	Percent
Lowest (1)	3	12%
2	5	20%
3	12	48%
4	4	16%
Highest (5)	1	4%
Total	25	100%

17. Overall, what is the *most important* issue that needs to be addressed that would most **improve** accommodate for changes in the Land Use Planning Contracts?

See Appendix B

18. And overall, what is a *primary issue* that could **improve** the monitoring process for Land Use Plans?

See Appendix B

19a. How would you rate evaluations of the LUP's by BLM staff? (1-5 scale)

Average = 3.30	Frequency	Percent
Lowest (1)	0	0%
2	5	23%
3	7	32%
4	9	41%
Highest (5)	1	5%
Total	22	101%

19b. How would you rate the amount of feedback that you receive during the contracting process? (1-5 scale)

Average = 3.30	Frequency	Percent
Lowest (1)	0	0%
2	5	21%
3	10	42%
4	6	25%
Highest (5)	3	13%
Total	24	101%

19c. How would you rate the feedback you receive from the BLM once the LUP is complete? (1-5 scale)

Average = 3.20	Frequency	Percent
Lowest (1)	3	15%
2	3	15%
3	4	20%
4	8	40%
Highest (5)	2	10%
Total	20	100%

19d. How would you rate the conflict resolution that takes place during the contracting process on behalf of BLM? (1-5 scale)

Average = 3.00	Frequency	Percent
Lowest (1)	2	10%
2	6	29%
3	5	24%
4	6	29%
Highest (5)	2	10%
Total	21	102%

20. Overall, what is the *most important* issue that needs to be addressed in order to *most improve evaluations* of the Land Use Planning Contracts?

See Appendix B

21. How satisfied have you been with the level of communication with the BLM COR?

	Frequency	Percent
Very satisfied	13	52%
Somewhat satisfied	9	36%
Somewhat dissatisfied	2	8%
Very dissatisfied	0	0%
Depends on the COR	1	4%
Total	25	100%

22. How often does the Project Lead Manager correspond with your staff by telephone, fax, e-mail, or snail -mail?

	Frequency	Percent
Daily	11	42%
Weekly	12	46%
Monthly	1	4%
There is no regular pattern	2	8%
Total	26	100%

23. How often does the Project Lead Manager meet with your staff in face-to-face meetings or briefings?

	Frequency	Percent
Daily	0	0
Weekly	1	4%
Monthly	18	72%
There is no regular pattern	6	24%
Total	25	100%

24. Has the COR or Project Lead Manager communicated with you...

	Frequency	Percent
Often enough	22	85%
Too infrequently	4	15%
Too frequently	0	0%
Total	26	100%

25. How satisfied have you been with the level of communication with the BLM field office staff?

	Frequency	Percent
Very satisfied	7	27%
Somewhat satisfied	9	35%
Neutral	1	4%
Somewhat dissatisfied	9	35%
Total	26	101%

26. How satisfied have you been with the level of communication with the BLM State office staff?

	Frequency	Percent
Very satisfied	7	27%
Somewhat satisfied	11	42%
Somewhat dissatisfied	5	19%
Very dissatisfied	2	8%
Depends on the State office staff member	1	4%
Total	26	100%

27. How would you rate the experience of the COR's that you have worked with?

	Frequency	Percent
Very experienced	7	27%
Somewhat experienced	8	31%
Somewhat inexperienced	4	15%
Very inexperienced	4	15%
Other (see below)	3	12%
Total	26	100%

Other:

- We've had all of them.
- Two, one very experienced and the other very inexperienced.
- It depends on the person.

28. What could be done to improve communication between yourself as the contractor and the COR?

See Appendix B

29. And what could be done to improve communication between yourself as the contractor and the BLM field office staff members?

See Appendix B

30. And what could be done to improve communication between yourself as the contractor and the BLM state office?

See Appendix B

31. Have you had a person or persons stationed in the BLM office of facility?

	Frequency	Percent
Yes	3	12%
No	23	89%
Total	26	101%

31a. If yes to Q31 - How helpful was this towards completion of the LUP?

	Frequency	Percent
Very helpful	3	100%
Somewhat helpful	0	0%
Somewhat unhelpful	0	0%
Very unhelpful	0	0%
Total	3	100%

32. How satisfied have you been with the level of BLM support that you've received?

	Frequency	Percent
Very satisfied	10	39%
Somewhat satisfied	11	42%
Neutral	1	4%
Somewhat dissatisfied	4	15%
Very dissatisfied	0	0%
Total	26	100%

33. How satisfied are you with the BLM coordination?

	Frequency	Percent
Very satisfied	3	13%
Somewhat satisfied	12	50%
Somewhat dissatisfied	9	38%
Very dissatisfied	0	0%
Total	24	101%

34. Have you received formal training...in order to understand the BLM LUP contracting process?

	Frequency	Percent
Yes	14	54%
No	12	46%
Total	26	100%

34a. If yes to 34, - What was the training that you received?

See Appendix B

34b. If yes to 34, ask - How many hours of training did you receive?

	Frequency	Percent
Less than 10 hrs.	0	0%
Between 10-30 hrs.	6	43%
More than 30 hrs.	8	57%
Total	14	100%

35. Have you received formal training...in order to understand the NEPA process?

	Frequency	Percent
Yes	17	65%
No	9	35%
Total	26	100%

35a. If yes to 35, - What was the training that you received?

See Appendix B

35b. If yes to 35, - How many hours of training did you receive?

	Frequency	Percent
Less than 10 hrs.	2	12%
Between 10-30 hrs.	2	12%
More than 30 hrs.	13	77%
Total	17	101%

36. Did you receive informal training or staff guidance...in order to understand the BLM LUP process?

	Frequency	Percent
Yes	13	50%
No	13	50%
Total	26	100%

36a. If yes to 36, - What was the training that you received?

See Appendix B

36b. If yes to 36, - How many hours of training did you receive?

	Frequency	Percent
Less than 10 hrs.	7	64%
Between 10-30 hrs.	1	9%
More than 30 hrs.	3	27%
Total	11	100%

37. Did you receive any informal training or staff guidance...in order to understand the NEPA process?

	Frequency	Percent
Yes	10	39%
No	16	62%
Total	26	101%

37a. If yes to 37, - What was the training that you received?

See Appendix B

37b. If yes to 37, - How many hours of training did you receive?

	Frequency	Percent
Less than 10 hrs.	5	56%
Between 10-30 hrs.	3	33%
More than 30 hrs.	1	11%
Total	9	100%

38. How helpful do you think an annual conference with BLM staff and contractors would be?

	Frequency	Percent
Very helpful	12	46%
Somewhat helpful	9	35%
Neutral	1	4%
Somewhat unhelpful	3	12%
Very unhelpful	1	4%
Total	26	101%

39. How likely would you be to attend an annual conference of BLM staff and contractors?

	Frequency	Percent
Very likely	11	44%
Somewhat likely	6	24%
Somewhat unlikely	6	24%
Very likely	2	8%
Total	25	100%

40. Overall, what do you think has been MOST effective in the Land Use Planning process?

See Appendix B

41. Overall, what do you see as the ONE MOST IMPORTANT issue that needs to be addressed in order to **improve** the Land Use Planning process?

See Appendix B

42. Did you attend the recent LUP focus group that was held in Salt Lake City, UT on Feb. 28th?

	Frequency	Percent
Yes	8	31%
No	18	69%
Total	26	100%

43. Do you have any suggestions or comments that you would like to share with the BLM?

See Appendix B

VI. Appendix B: Open-Ended Comments

8. In order to improve the RFP/bidding process, what is the most important issue that needs to be addressed?

- To have someone prepare the RFPs who has experience developing RMPs, experience in contracting and experience performing RMPs. For example, they should hire a consultant to write up the RFPs.
- They need to understand an RFP better; they need to know what you want to buy. RFP's are put out without thought.
- The project understanding.
- Standardization of their SOW's.
- Specificity of RFP's.
- Specificity of what contractor is supposed to do and what BLM will do in process.
- Separation of tasks and definition of coordination between the BLM staff and consultant. Implementation of a consensus work program. BLM/consultants partnering to get the job done.
- Really well written SOW.
- Problems dealing with costs within NEPA process in BLM. The RFP indicated info would be provided by BLM, but the info was not adequate. This affects the costs.
- Problem use of fix fee contracts, Clarity regarding the roles of BLM and contractor and commitment of BLM to the project, unnecessary cost format, relatively unclear evaluation criteria, reference process is cumbersome for BLM and references.
- More specificity on many of the documents and more detail.
- Have a more open communication and allow contractors to have the ability to change SOW.
- Consistent and discernable award criteria.
- Confirming scope requirement with available budget. There is disconnect between what's required in SOW and what's available in budget to the effect that only the extreme low bidder has a chance of winning.
- Communication between the field offices and the contracting office and understanding what it is that the field office actually wants and who they want the proposal sent to.
- Collection of adequate data, current data.
- Client references/evaluation criteria.
- Clear SOW. Government needs to make the tasks more clear.
- Clear scope of work.
- Clarity of the scope work. The BLM personnel need to understand what they're asking for in the scope work.
- Clarity of requirements and access to the board. RFP's are inconsistent from one to the next.
- Clarity of expectations and RFP is vague.
- BLM needs to know what it wants; the scopes of work and presentation are weird. I don't think the BLM knows what it wants and the only thing that changes on RFP's is field office name and each is unique.
- Better SOW and more time for responses.

- Better defined SOW and longer timeframe for proposals to come together. Spread out release statements for RFP's.

10a. As you look back on completed projects or projects in progress, have the Statements of Work been an accurate reflection of the work required? *[If respondent answered "no" they were asked...]* Why not?

- We are experienced so you learned to "read between lines." But, if new to process it's unclear.
- Too many assumptions. Data quality is off or poor quality. Cannot develop plans. Inaccurate SOW and the SOW is unrealistic.
- They did not have detail or consideration of the number of meetings and number of turnaround review. The number of reviews required didn't consider the fact that there would be changes by BLM. Small changes affect cost and time.
- SOW tended to under estimate the work necessary because of staffing limitations at BLM. Limitations in both bodies and capabilities.
- Often the work required does not fit with the work required timelines, or sometimes it is too broad to fit everything into your timeline.
- Not detailed enough and a lot of room for interpretation.
- No, BLM doesn't get what they want.
- Most of the project changes, but main elements in SOW continue throughout.
- LUP is an evolving SOW. You can't predict what will happen in a month, let alone a year. The SOW is typically outdated by the time it is published.
- LUP inherently ill-defined from beginning. In firm fix price contract SOW have unclear idea about the amount of work they will take.
- In the SOW there were expectations that info would be provided, but info proved unreliable. Certain tasks BLM were working on took longer than proposed and affected the cost outcome.
- In cases where the scope states BLM will provide certain tasks, they almost never follow though.
- Constant scope slippage. They are vaguely written. They force consultants to work to clarify.
- There are a lot of gray areas within the SOW's.
- BLM uses generic info for tasks, but do not tailor for specific tasks for field office. BLM does not have clear understanding of what it means to contract. Not clear on info given for starting point. Unrealistic schedules.

11. What would you say is the MOST IMPORTANT issue that needs to be addressed in order to improve Statements of Work?

- Timelines need to be more realistic.
- There should be an identifiable scope that anticipates the process. It's not anticipated in the beginning despite that it always happens.
- Stop using cookie cutter approach.
- Scope of work more clear.

- Realistic schedules.
- Probably existing information and work completed for that project.
- Make sure that the material and participation of BLM that is implied is delivered. No cost guideline was given; this would be helpful when trying to create a SOW that would be realistic.
- Make sure all interested parties have time to review SOW and allow for their input into revising SOW, so that later on there aren't issues of difference.
- Lack of BLM preparation. Assumption that all data is accurate. BLM assumes data is readily available; this is not the case.
- Knowing in advance what is going to be required of the consultant and the availability of BLM staff, info.
- It is vague, responsibility when it comes to deliverables.
- It is a firm fix price contract with difficulty in defining SOW.
- Greater detail and exact expectations.
- Fix fee contracting on planning type work is inappropriate. Contracting and costing has to be treated with uncertainty at beginning of process.
- Difficult to compare proposals.
- Conformance of available budget.
- Clearly describing the tasks to the contractor as it pertains to the specified contract and sticking to it.
- Clear definition of process-end state and end product (documentation, reports, etc). Goal is not adequately defined so application of budget and staff is difficult to plan. What kind of end-state do you want the project to have?
- Clarity of the SOW.
- Clarity of expectations of what is in the LUP.
- BLM needs to have a departmental training with writing, could learn from Department of Transportation. There are a lot of unknowns BLM should learn.
- BLM needs to have a clear understanding of what they want contractor to do and follow through on that.
- BLM needs to decide whether they want to hire consultants or contractors. Do they want consultants to be a guide based on the consultants' experience or just have consultants do what BLM wants. BLM tries to micromanage what the consultant does.
- Accumulation of enough data to write proper management plans.
- A nationwide outline and process steps for completing RFPs so that there is a standard of what's required. Can't expect to have projects be the same.

12. In general, what are the primary types of tasks or deliverables that you produce for Land Use Planning projects?

- We do everything.
- To support the revision of the RFP plan.
- Tech report and draft/final EIS.
- Scoping Assessments, draft and final EIS/RMP, proposed RMP.
- Route evaluation and environmental effects BLM outreach, database route inventor.
- RMP's.

- MSA, or AMS, planning scenario.
- LUP and associated EIS, cultural resource assessment, bio-monitoring report.
- Including public participation, mineral and air quality reports.
- GIS, interim reports, report drafts.
- Everything from scoping, special studies, comment analysis, RMP, etc.
- Environmental documents and technical appendices for those documents.
- EIS, public involvement program.
- EIS, land use plan, public meetings.
- EIS, EA, cultural resource and biological resource assessments.
- EIS technical assessment management.
- Draft project/individuals chapters is their objective.
- Document generation, scenario development and final plan.
- Develop and identify the alternatives, provide technical resource assessment information, technical reports of existing conditions/management action.
- Data collection, report construction, edit/writing the report.
- Analysis of management situation EIS, socio-economic situation impacts analysis.
- Analysis of Management set, various/chapters of EIS. Environment and consequences Bulletin for public involvement. Also does training for BLM for RMPs.
- AMS, mineral report and scoping report, public websites, the draft and final RMP/EIS, ROD, socio-economic report, biological assessment, newsletters.
- Facilitator/community-based collaboration, fluid mineral RFD (Reasonable Foreseeable Development) scenarios, air quality, socio-economic analysis, travel management.

15. What would you say are the MOST IMPORTANT issues that need to be addressed in order to **improve** the required tasks and deliverables of LUP's?

- The BLM works on projects and needs to better define their roles. Decision making needs to be faster with critical timelines. They don't think about tasks. They get out timelines but don't think about duties.
- That the RFP be familiar with current policy. BLM has discretion of options.
- Some better interchange between BLM and consultant before SOW is finalized.
- Schedule. Look hard at the time/duration of each task. BLM wants quick turnarounds that are not possible. Need to allow for ample time.
- Project manager (BLM) needs to have authority to acquire ID team to complete reviews as they are required.
- More trust between contractor and COR.
- More responsiveness on BLM's part. BLM expects the contractor to understand everything about a specific area, when it is employees and BLM who should be helping but are unresponsive.
- More flexibility to change the requirements of the process.
- Making sure that when SOW is created all parties have had input so that tasks and deliverables will match SOW.
- Looking at material and reliability it will provide. Looking at budget and seeing if it is reasonable in lieu of material.

- Knowledge of the SOW and contract requirements. Ensuring that BLM resource staff understands the roles and responsibilities of contractors and their own responsibilities. Ensuring the appropriate resource team has time on their schedule to meet responsibilities.
- Improve communication, a worldwide formal process.
- Experienced and dedicated BLM COR.
- Coordination and control of internal BLM reviewers.
- Consistency between resource staff direction and management direction. For example, task managers get direction from technical staff and find out that is not what management wanted.
- Communication between different levels of the BLM from the start.
- Clearly define the requirements the BLM is looking for in deliverables. Keep your eye on end result RMP, rather than getting bogged down in the details of individual deliverables.
- Clarification regarding specific requirement roles. Provisions to adjust to the requirements based on changes that occurred.
- BLM should meet the same expectations they have on their contractors for due dates and milestones.
- BLM needs to allow for plenty of time, because they often don't.
- BLM allows each office to create SOW. Collectively in BLM there seems to be a lot of experience but in each office the experience is poor. Somehow BLM needs to consolidate SOW and not take away from individual office but give direction.
- Better understanding for adjacent and near-by jurisdictions.
- Better trained CORs.

17. Overall, what is the *most important* issue that needs to be addressed that would **most** accommodate for changes in the Land Use Planning Contracts?

- Works fairly well.
- Use of an ID/IQ contract, umbrella contract is needed. This would improve the direction and timeliness issues and it would improve change orders.
- Upfront recognition that additional work is required. Be more flexible for spontaneous changes.
- To change them from firm fixed price to time and material contracts.
- The SOW definition and combining RMP contracts.
- Should not be fixed price contracts. Should be time and material contracts. Fixed price contracts are not flexible enough.
- Process of changing takes too long. This needs to be sped up.
- More funding.
- Making sure BLM COR keeps track of the SOW and determines whether their requests are met and if not, award another contract.
- LUP's are done by state, thus state office needs to be more involved with good communication with field office. State field office need better communication between each other.

- How to deal with changes in the scope of project and how to come up with additional budget if needed.
- Has to be a different configuration of firm-fix price, have it in phases.
- Early communication of issues and problems. Better communication.
- COR/COs need to understand contracting.
- Communication. The BLM should not consider us contractors. We should be considered an extension of their staff.
- Clear set of goals and expectations and work product. Provision for close BLM/contractor coordination.
- BLM needs to understand that their indecisiveness has cost them money.
- Attitudinal understanding that the planning process is always changing.
- Allow for contingency funding if last minute changes occur.
- Addressing firm fixed price. Constraints vs. performance-based.
- Additional provision for flexibility in conflicting process.
- A simplified change order process that can be easily implemented by BLM project manager.
- A clear scope of work in the RFP and consistency among BLM.

18. And overall, what is a *primary issue* that could **improve** the monitoring process for Land Use Plans?

- Use of fix fee contracting doesn't work.
- Separation of political decisions from planning decisions.
- Responsibility of COR to track the dollars and time.
- Open communication about the project, openly talk about budget, scope, schedule with the COR and BLM team leader.
- No consistent contract oversight, a lot is based on personality. Those BLM officers with little experience feel like they are being taking advantage of.
- More specificity on project regulations. BLM turned to \$3 million contracts because of lack of specificity.
- More qualified BLM CORs to reduce the work load on the good CORs.
- More funding.
- More BLM staff.
- More available staff time for BLM.
- Inherent flexibility.
- Having experienced CORs, they understand what needs to be monitored.
- Federal coordination effort separate from BLM.
- Ensure LUPs are set up on field office GIS system and all field office specialists are tied to this database.
- Dedicated personnel in the state offices.
- Communication.
- Better understanding of contract writing. Fundamentally need to rethink how contracts are seen.
- Availability of BLM staff and their ability to deliver the materials they need to provide.

- Attention directed to the schedule.
- An integrated BLM/contractor work program including process milestones and outline review and subdocument review.
- Adequate.

20. Overall, what is the *most important* issue that needs to be addressed in order to *most improve evaluations* of the Land Use Planning Contracts?

- Increase the amount of monitoring that takes place.
- Having consolidated comments from BLM.
- Have BLM staff and COR understand contractors and how they work.
- Giving feedback after LUP is completed and feedback on deliverables seems last minute.
- Familiarity of what was required in the initial RFP. Again, lack of specificity.
- Evaluations need more objectivity and ratings are affected by subjective thinking.
- Evaluations are conducted by one person and this is a severe weakness. Recommend that 3 people be involved, field manager, COR, and the contracting officer.
- Decision making and not always trying to differ between decisions.
- Dealing with changes that occur over the creation of EIS and the quality of info being given during this process.
- Consistent standard rating evaluations.
- Consistency.
- Conformity between available budget and required scope needs to be improved.
- Communication on expectations.
- CO/COR need to understand contracting services.
- Clearly stated criteria for evaluation.
- Clearly defend process and end product goals.
- BLM State office needs to honor terms of contract and not cave to political pressure.
- At the end there is a performance score. They should do this scoring throughout the process. There should be a midway performance review.
- A willingness to work on a team basis with contractor.

28. What could be done to improve communication between yourself as the contractor and the COR?

- Weekly meetings and conference calls.
- Training should occur on the BLM site, in terms of the project management issues. BLM has poor project management skills.
- Free up the CORs time, they are overworked.
- There needs to be understanding between contracts, costs, and schedule. Fixed price functioning needs to be understood.
- Quarterly meeting to go over contract status.
- More frequent communication. COR isn't as familiar with planning as the manager.
- It's good.
- Institutionalize contract calls.
- If BLM moved next door to us.

- Have regularly scheduled meetings, communication and talk about the progress.
- Generally pretty good, but how do you deal with changes and how do you deal with inadequate data provided by BLM.
- Encouraging frequent open and honest communication.
- COR needs to dump, share, and download info as if contractor was them. Everything they know needs to be shared.
- Communication is satisfactory, no changes needed.
- Clear understanding of roles.
- Better SOW. Right now they are not clear but need to be better especially because of fee fixed price.
- Better expectations, project description, roles and tasks. Better risk evaluation.

29. And what could be done to improve communication between yourself as the contractor and the BLM field office staff members?

- We could contact them more regularly.
- Training in the RMP process ahead of time.
- Sometimes they don't respond, but they are spread thin.
- Recognition of our experiences.
- Needs to be encouraged on part of their management.
- More time available for their staff.
- More effective briefing of field office staff members on objective of contract and limitations of the contractor.
- More discussion of entities and their functions, rule, and responsibility function.
- More allocation for travel to the field site.
- Make sure the field office manager lets people know that they are expected to make time to work on RFP. Use work plan as road map to get participation.
- Having BLM staff be focused on the issues relevant to LUP.
- Giving the COR more authority to require staff to respond.
- Field staff understanding that they are part of the process. Contractors can't do it alone.
- Field office staff needs to make projects their priority.
- Encouraging frequent open and honest communication.
- Either make the field office manager the team leader or assign experienced planners to be team leaders.
- Contractor needs to take a proactive management role and sometime facilitate the communication.
- Contract provision for regular meetings.
- BLM field officer is really busy. Contractors need specific knowledge of the field office, need more specific and concentrated time with officers.
- Better participation on project website.
- Better expectations between us and them.

30. And what could be done to improve communication between you as the contractor and the BLM state office?

- More frequent communication of product status.
- More availability.
- Meeting them in person.
- Identification of a point-of-contact person for each LUP contract.
- Having a key individual to contact at the state office instead of a group of people.
- Have them honor their commitments.
- Greater level of staffing of state office level.
- Get them all cell-phones.
- Field office interaction with contractor.
- Encouraging frequent open and honest communication.
- Contract provision for regular meetings.
- Clearer roles need to be established.
- Clear recognition that it is the state director that signs these plans. Need to have time to meet with state office staff at key times within process.
- Clear definition of state office lead and understanding of state contractor's strategy for that plan.
- Actually have out of state contract. Better communication. BLM does not do the contracts it works with.

34a. If “yes” to Q34, what was the training that you received?

- BLM LUP Training "Planning Concepts" (8).
- Nuts and bolts (5).
- Successful land use planning, socio-economic, E-planning.

35a. If “yes” to Q35, what was the training that you received?

- BLM and contractor training.
- College level courses in NEPA.
- Community based collaboration.
- DOI training.
- Forest service.
- Internal training/NEPA class (2).
- NEPA BLM for management.
- NEPA class.
- NEPA executive overview and taught NEPA class for BLM NV state office.
- NEPA training.
- Nuts and bolts on NEPA (3).
- Review of implementation of NEPA in CA office-day long seminar.
- Understanding NEPA.

36a. If “yes” to Q36, what was the training that you received?

- Briefings (3).
- Discussion/meetings (2).
- Face-to-face with COR and state office staff (8).

37a. If “yes” to Q37, what was the training that you received?

- Informal discussions (3).
- Just through working with it.
- Meetings with BLM staff.
- One-on-one/memos (2).
- Orientations.
- Process-oriented training (2).

40. Overall, what do you think has been MOST effective in the Land Use Planning process?

- Worked with knowledgeable BLM staff and that has been the best.
- Willingness to work as partners, flexibility.
- The public outreach process incorporated into LUP and public scoping/outreach.
- Strong contractor/BLM relationships.
- Sharing lessons learned over a number of contracts, gained experience.
- Relationship and communication.
- Recognition of another's professional expertise.
- Public scoping meetings.
- Public coordination.
- Protection of natural resources.
- Pretty good budget commitment once plans are put in process.
- Open, secure and respectful exchange of ideas and perspectives.
- Open and honest communication with experienced CORs.
- Meeting with cooperative agencies/entities.
- Looking at BLM, looking at their internal inconsistencies to understand where they're headed. Setting goals and objectives.
- Having BLM Project Manager whose sole responsibility was to oversee LUP.
- Having a knowledgeable COR.
- Had qualified BLM COR committed managers who understood constant role, effective ID terms, trained BLM staff.
- Good relations and communication between BLM PM and senior staff on consulting team.
- Funding.
- Frequent and open communication.
- Contractor work process, public involvement.
- Communication with COR.
- Communication and staff support has been excellent.

- BLM has a very well defined process in contract evaluations and training.

41. Overall, what do you see as the ONE MOST IMPORTANT issue that needs to be addressed in order to **improve** the Land Use Planning process?

- Standard format for LUPs.
- SOWs.
- RFQ and proposal phase, it is way too unclear.
- Project management on BLM side.
- Probably communication, clear understanding and expectations.
- Positive relationships and communication.
- Move away from generalities and vague reports to be more specific. RFP's hypothesize too much. Route designation should not be designated. LUP's should require designation in the RMP's.
- More internal coordination on BLM's part so they are on same page.
- More collection of field data.
- Make sure BLM staff knows how to interact with contractor and know the SOW and its limits.
- Less political involvement.
- Experienced BLM COR with planning experience and a well written SOW.
- Expectations of SOW by BLM and adequate info given at the beginning to complete project.
- CORs need to have more authority and minimum requirement of experience.
- Contracts that do not depend on BLM completing their portions, managers who recognize the need for flexibility, and give timely and honest feedback. Problems arise, CORs need to take unbiased point of view instead of those who slander the work. Teamwork on division of all products. Better ideas on how to create other process. Other contracting methods instead of fix fee.
- Contracting.
- Common understanding of contractor vs. BLM.
- Clear and ongoing communication between BLM staff and the contractor.
- BLM needs to understand their services to better manage their own personnel.
- BLM needs to come to terms that contractors are going to be used.
- BLM needs to centralize contract management, SOW, at the state level. Management at state office level instead of at local level, would allow for better and higher level of oversight.
- Availability of BLM staff to provide input in process and communicate with contractor and get involved in planning process.
- Assign BLM team leaders who are experienced with LUPs and that have an authority over ID team.
- Achieve greater conformity between management goals and resource specialist goals.

43. Do you have any other suggestions or comments that you would like to share with the BLM?

- Think about other contracts besides fixed price. Time to get technical and field staff together to work on planning process.
- These should always allow more than 2 weeks turnaround from the date the RFP is issued until the due date. If RFPs, BLM will ask for questionnaires to be submitted. BLM should keep questionnaires in database so people don't have to repeat the questions.
- There is a misunderstanding of contractors. Contractors have to make money and understanding what is really in contract right now is off. SOW needs to be clearer in order for contractors to be successful. Contractors are partners, highly qualified, temporary help. But they don't have a lot of specific knowledge BLM can offer, this needs to be kept in mind.
- There are certain CO's that are certainly biased and have made things difficult. When difficulties arise in contract the CO's understanding of their roll in process is and can be poor. They should be objective, and not just believe what the COR says.
- Relationship with BLM PM has been excellent. Many of the plans are volatile and unpredictable. Being able to react to this is key, but if BLM funds are low it makes it difficult to adjust.
- Please spend more time working with contractor vehicle, communicate with the right staff, with right training. Not unusual that thing gets set-up inappropriately. Rules and responsibilities need to be clearly defined before you start.
- Need more systematic process, the focus group helped, my company is doing well. We work well with BLM. BLM has an exclusive focus on low price that is backwards. Money equals better quality products.
- More in-depth discussion with CORs and project managers. Follow up to solve/resolve contracts. Sharing dialogue on how to improve. Look towards innovative ways to resolve.
- LUP's are very complex projects. They are challenging and rewarding. I really appreciate the positive BLM people that I have worked with.
- In the RMP process the BLM Oregon State Office was subjected to political and press pressure to void the contract because of the level to which we were writing the document. In reality, our involvement in the writing of LUP was less than other contracts led by BLM. Even though the Inspector General's investigation showed no bias, the BLM Oregon State Director terminated contract early and revised our involvement in preparation of document such that we could no longer ensure the adequacy of the NEPA document.
- In the RFPs ID team needs to provide a uniform front to the contractor because what we get is different information from the people at the IT team.
- Great organization. Problems include: large contractors abuse RFP's due to the vagueness of the BLM's contracts. BLM lead planners should be more specific.
- God bless us everyone! BLM has the most difficult and conflicted task of any federal agency; so we have to be understanding of where BLM is coming from.
- Do not keep budgets confidential. Publish them as part of RFP and evaluate the proposed work against budget goals. If budget is unknown there is too much guess work going into proposal. It also stimulates the need to gather intelligence regarding what will lead

to contractors walking away from this process. It can be an unworkable situation for contractors.

- Don't ask consultants to donate money at annual workshops. Explain in RFP the number one problem the field office is facing and ask consultant to solve it. Have experienced CORs help with training other CORs. Explain to the field office and state office staff, who are not involved with SOW/RFP, why they are not involved and that BLM management is making decisions that will drive how the consultant works with BLM to revise the RMP. BLM ID team staff are not necessarily loyal to the BLM mission and do not necessarily understand how to pair a programmatic RMP/EIS. Therefore, it is problematic for the ID team staff to direct the consultant on how to prepare the RMP/EIS. BLM should place their effort and money into monitoring, additional management, and environmental management systems, like the Forest Service's "Final Rule."
- Consultant signs contract with BLM to be a consultant. When BLM decides they are working with consultants, they need to embrace partnerships with consultants and provide incentives for both consultant and ID team to work together and be successful.
- BLM needs to run the planning process like a business and adjust to this new way of doing things.
- BLM has to be more unbiased instead of lumping blame on contractors. BLM has to have realistic expectations on knowledge and resources in these field offices. Consultants don't have the same expertise the BLM officers have and expectation about the level of detail in assessment is too much, unnecessary, and creates greater amount of error. Suggestions are for ranges to be displayed (what perceptions of very successful and those unsuccessful).

VII. Appendix C: Survey Instrument

Land Use Planning Telephone Interview

Hello, My name is (*State your first and last name*) and I am calling from the Social Research Laboratory at Northern Arizona University on behalf of the Bureau of Land Management.

If R has appointment:

We had contacted you for an appointment to conduct this interview. Is now still a good time for you to complete this brief survey?

If Yes → continue

If No → Set up a callback

As you know, the Land Use Planning Group of BLM is conducting a study in order to assess and improve the Land Use Planning Contracting process. Your opinions are important to improving the contracting process. I want to assure you that all of your answers are voluntary and confidential. All of your identifying information will be separated from your answers and will be reported as part of a group response.

Go to Q1

If R does not have an appointment:

As you may know, the Land Use Planning Group of BLM is conducting a study in order to assess and improve the Land Use Planning Contracting process. Your opinions are important to improving the contracting process. Do you have some time now to complete this important survey?

If Yes → continue

If No → Set up a callback

I want to assure you that all of your answers are voluntary and confidential. All of your identifying information will be separated from your answers and will be reported as part of a group response.

Experience

1. First, how long have you worked with the Bureau of Land Management on Land Use Planning Contracts? [Read if necessary]

1. Less than 1 yr.
2. 1-2 yrs.
3. 3-5 yrs.
4. 6-10 yrs.
5. 11-15 yrs.
6. 16 yrs. or more
7. Don't know
8. Refused

2. How long have you worked with the NEPA process?
(NEPA: National Environmental Policy Act)

1. Less than 1 yr.
2. 1-2 yrs.
3. 3-5 yrs.
4. 6-10 yrs.
5. 11-15 yrs.
6. 16 yrs. or more
7. Don't know
8. Refused

3. How many BLM Land Use Planning Contracts have you worked on?

1. 1
2. 1-2
3. 3-4
4. 5 or more
5. Don't know
6. Refused

4. How many BLM LUP contracts have you bid on?

1. 1
2. 1-2
3. 3-4
4. 5 or more
5. None → **Skip to Q5**
6. Don't know → **Skip to Q5**
7. Refused → **Skip to Q5**

4a. Of the BLM LUP contracts that you bid on, how many were awarded?

1. 1
2. 1-2
3. 3-4
4. 5 or more
5. None
6. Don't know
7. Refused

5. What is your role (position) in the BLM Land Use Planning process?

1. Project Manager/Director
2. Program manager/COR (Contracting Officer Responsible)
3. Technical Lead
4. Technical Specialist
- 5a. Other Please specify_____

Bidding and Requests For Proposal

6. Now I am going to ask you some questions about the bidding and Request For Proposal (RFP) process.

On a scale from 1-5, with 1 as the lowest rating and 5 as the highest...

	Rating (1-5; N/A)
6a. How would you rate the timeliness of the bidding/RFP process?	
6b. How would you rate communication between BLM and the contractors in regards to RFPs?	
6c. How would you rate the RFP requirements?	
6d. How would you rate the budgeting requirements of the RFPs?	
6e. And how would your rate the spacing between the various RFP postings and subsequent due dates?	
6f. How would you rate the turnaround time required for the submission of the RFPs?	
6g. How would you rate the consistency of the review and award of RFP submissions?	

7. In general, how satisfied have you been with the BLM bidding/RFP process? [Read list]

1. Very satisfied
2. Somewhat satisfied
3. Neutral (*don't read*)
4. Somewhat dissatisfied or
5. Very dissatisfied
6. Don't have enough experience to say (*don't read*)
7. Don't know
8. Refused

8. In order to **improve** the RFP/bidding process, what is the *most important issue* that needs to be addressed?

Statement of Work

Now I'm going to ask you a few questions about the Statement of Work.

9. In general, is the Statement of Work clearly written?

1. Yes
2. No
3. Don't have enough experience
4. Don't know
5. Refused

10. As you look back on completed projects or projects in progress, have the Statements of Work been an accurate reflection of the work required?

1. Yes → *Skip to Q11*
2. No
3. Don't have enough experience → *Skip to Q11*
4. Don't know → *Skip to Q11*
5. Refused → *Skip to Q11*

10a. [*If no*] Why not?

11. What would you say is the MOST IMPORTANT issue that needs to be addressed in order to improve Statements of Work?

Tasks/Deliverables

12. In general, what are the primary types of tasks or deliverables that you produce for Land Use Planning projects?

Do not read, if necessary, complete as “other”

1. Develop and identify the alternatives
 2. Develop planning criteria
 3. Provide technical resource assessment information
 4. Provide GIS database
 5. Other, specify
-

13. On a scale from 1-5, with 1 as the lowest rating and 5 as the highest...

	Rating (1-5; N/A)
13a. In general, how would you rate the required tasks and deliverables that are in the LUPs?	
13b. How would you rate the flexibility BLM offers in the stipulated tasks and deliverables?	
13c. In considering tasks and deliverables, how would you rate communication between the contractor and the BLM staff?	
13d. How would you rate the required deadlines of the tasks and deliverables?	
13e. And how would you rate the timeliness of BLM’s response to the submitted deliverables?	
13f. How would you rate the feedback you receive from BLM once deliverables are submitted?	
13g. How would you rate how the tasks and deliverables are monitored by BLM?	

14. In general, do the task and deliverable requirements match the objectives of the LUPs?

1. Yes
2. No
3. Don’t have enough experience
4. Don’t know
5. Refused

15. What would you say are the MOST IMPORTANT issues that need to be addressed in order to **improve** the required tasks and deliverables of LUPs?

Changes/Monitoring/Evaluation

16. Now I'd like you to consider changes, monitoring and evaluation of the LUP contracts. On the same scale, (*1 = lowest rating and 5 = highest*) please tell me how you would rate...

	Rating Scale (1-5; N/A)
16a. The timelines imposed by BLM in order to accommodate alternatives (changes)?	
16b. The flexibility of the Land Use Planning contracts to adjust to changing situations?	
16c. And what about the flexibility of BLM to changes in the contract?	
16d. How would you rate your ability, as the contractor, to initiate changes/alternatives to the contract?	
16e. How would you rate monitoring by BLM of changes made to the contracts?	
16f. How would you rate the ease of change orders on the part of BLM?	
16g. How would you rate the efficiency of change orders on the part of BLM?	

17. Overall, what is the *most important* issue that needs to be addressed that would most **improve** accommodation for changes in the Land Use Planning Contracts?

18. And overall, what is a *primary issue* that could **improve** the monitoring process for Land Use Plans?

Evaluations/Feedback

(*1 = lowest rating and 5 = highest*)

	Rating (1-5)
19a. On the same scale, how would you rate evaluations of the LUPs by BLM staff?	
19b. How would you rate the amount of feedback that you receive during the contracting process?	
19c. How would you rate the feedback you receive from BLM once the LUP is complete?	
19d. How would you rate the conflict resolution that takes place during the contracting process on behalf of BLM?	

20. Overall, what is the *most important* issue that needs to be addressed in order to *most improve evaluations* of the Land Use Planning Contracts?

Communication

21. In general, how satisfied have you been with the level of communication with the BLM COR (Contracting Officer Responsible)?

Read list:

1. Very satisfied
2. Somewhat satisfied
3. Neutral (*don't read*)
4. Somewhat dissatisfied or
5. Very dissatisfied
6. Depends on the COR (*don't read*)
7. Don't have enough experience to say (*don't read*)
8. Don't know
9. Refused

22. In general, how often does the Project Lead Manager correspond with your staff by telephone, fax, E-mail or snail-mail? Would you say...

Read:

1. Daily
2. Weekly or
3. Monthly
4. There is no regular pattern (*don't read*)
5. Don't know
6. Refused

23. In general, how often does the Project Lead Manager meet with your staff in face-to-face meetings or briefings? Would you say...

Read:

1. Daily
2. Weekly or
3. Monthly
4. There is no regular pattern (*don't read*)
5. Don't know
6. Refused

24. In general, has the COR or Project Lead Manager communicated with you...

Read list

1. Often enough
2. Too **infrequently** or
3. Too **frequently**
4. DK/NA
5. Refused

25. In general, how satisfied have you been with the level of communication with the BLM field office staff?

Read:

1. Very satisfied
2. Somewhat satisfied
3. Neutral (*don't read*)
4. Somewhat dissatisfied or
5. Very dissatisfied
6. Depends on the field office staff member(s) (*don't read*)
7. Don't have enough experience to say (*don't read*)
8. Don't know
9. Refused

26. In general, how satisfied have you been with the level of communication with the BLM State office staff?

Read:

1. Very satisfied
2. Somewhat satisfied
3. Neutral (*don't read*)
4. Somewhat dissatisfied or
5. Very dissatisfied
6. Depends on the state office staff member (*don't read*)
7. Don't have enough experience to say (*don't read*)
8. Don't know
9. Refused

27. In general, for Land Use Planning Contracts, how would you rate the experience level of the CORs that you have worked with? Are they...

Read:

1. Very experienced
 2. Somewhat experienced
 3. Somewhat inexperienced
 4. Very inexperienced
 5. Other comment
-

28. What could be done to improve communication between yourself as the contractor and the COR?

29. And what could be done to improve communication between yourself as the contractor and the BLM field office staff members?

30. And what could be done to improve communication between yourself as the contractor and the BLM state office?

31. Have you had a person or persons stationed in the BLM office or facility?

1. Yes
2. No → Skip to Q32
3. Don't know → Skip to Q32
4. Refused → Skip to Q32

31a. If yes → How helpful was this towards completion of the LUP?

1. Very helpful
2. Somewhat helpful
3. Neutral (Don't read)
4. Somewhat unhelpful or
5. Very unhelpful
6. Don't know
7. Refused

32. In general, as you've been completing LUP contracts, how satisfied have you been with the level of BLM support that you've received?

Read...

1. Very satisfied
2. Somewhat satisfied
3. Neutral (**don't read**)
4. Somewhat dissatisfied or
5. Very dissatisfied
7. Don't have enough experience to say (**don't read**)
8. Don't know
9. Refused

33. In general, as you've been completing LUP contracts, how satisfied are you with the BLM coordination?

Read...

1. Very satisfied
2. Somewhat satisfied
3. Neutral (*don't read*)
4. Somewhat dissatisfied or
5. Very dissatisfied
7. Don't have enough experience to say (*don't read*)
8. Don't know
9. Refused

Training

34. Have you received **formal** training, such as the BLM's National Training Center (NTC) or The Department of the Interior classes, in order to understand the BLM LUP Contracting process?

1. Yes
2. No → *Skip to Q35*
3. Don't know → *Skip to Q35*
4. Refused → *Skip to Q35*

34a. *[If yes Q34]* What was the training that you received? _____

34b. *[If yes Q34]* Approximately how many hours of training did you receive? *[Read if necessary]*

1. Less than 10 hrs.
2. Between 10 and 30 hrs.
3. More than 30 hrs.
4. DK
5. Refused

35. Have you received **formal** training, such as the BLM's NTC or from DOI classes, in order to understand the NEPA (National Environmental Protection Agency) process?

1. Yes
2. No → *Skip to Q36*
3. DK → *Skip to Q36*
4. Refused → *Skip to Q36*

35a. *[If yes Q35]* What was the training that you received? _____

35b. *[If yes Q35]* Approximately how many hours of training did you receive? *[Read if necessary]*

1. Less than 10 hrs.
2. Between 10 and 30 hrs.
3. More than 30 hrs.
4. DK
5. Refused

36. Did you receive **informal** training or staff guidance, such as BLM-staff one-on-one briefings or orientations, in order to understand the BLM LUP contract planning process?

1. Yes
2. No → *Skip to Q37*
3. DK → *Skip to Q37*
4. Refused → *Skip to Q37*

36a. *[If yes Q36]* What was the training that you received? _____

36b. *[If yes Q36]* Approximately how many hours of training did you receive? *[Read if necessary]*

1. Less than 10 hrs.
2. Between 10 and 30 hrs.
3. More than 30 hrs.
4. DK
5. Refused

37. Did you receive **informal** training or staff guidance, such as BLM-staff one-on-one briefings or orientations, in order to understand the NEPA process?

1. Yes
2. No → *Skip to Q38*
3. DK → *Skip to Q38*
4. Refused → *Skip to Q38*

37a. *[If yes Q37]* What was the training that you received? _____

37b. *[If yes Q37]* Approximately how many hours of training did you receive? *[Read if necessary]*

1. Less than 10 hrs.
2. Between 10 and 30 hrs.
3. More than 30 hrs.
4. DK
5. Refused

Meetings

38. How helpful do you think an annual conference with BLM staff and contractors would be? Would it be...**Read list?**

1. Very helpful
2. Somewhat helpful
3. Neutral (**Don't read**)
4. Somewhat Unhelpful or
5. Very Unhelpful
6. Don't know
7. Refused

39. How likely would you be to attend an annual conference of BLM staff and contractors? Would you be...? **Read list**

1. Very likely
2. Somewhat likely
3. Somewhat unlikely or
4. Very unlikely
5. Don't know/depends
6. Refused

40. Overall, what do you think has been MOST effective in the Land Use Planning process?

41. Overall, what do you see as the ONE MOST IMPORTANT issue that needs to be addressed in order to **improve** the Land Use Planning process?

42. Did you attend the recent Land Use Planning Contractor Focus Group that was held in Salt Lake City, UT on Feb 28th?

1. Yes
2. No
3. Refused

43. Do you have any other suggestions or comments that you would like to share with the BLM?

Thank you for taking the time to complete this survey.