



Partnership Agreement Effectiveness Study

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A. Introduction

The Bureau of Land Management (BLM) Partnership Group approached Northern Arizona University's Social Research Laboratory (SRL) to conduct an assessment to measure the effectiveness of partnerships (specifically, assistance agreements), in meeting established goals. The assessment also explores the strengths of partnerships and areas for improvement. The BLM website describes a partnership as:

“a mutually beneficial relationship that builds synergistically on the time, talent and resources of participants to achieve common goals and measurable outcomes, and where all partners share in the decision-making process and responsibility for outcomes. The goal of a community-based partnership is to build a strong place-based, collaborative process, when people of different interests sit down together to seek common ground. It is an effective strategy for creating solutions that will benefit the whole community and accomplishing community-based landscape stewardship efforts.”¹

The definition of a partnership is very broad and can include many types of contracts and agreements such as cooperative agreements, assistance agreements, interagency agreements, stewardship contracts, etc. Since this study is designed to evaluate partnerships that have been formally arranged with clearly defined goals, this study focuses specifically on assistance agreements. The term partnership, in this report, is referring to groups, agencies and organizations that have an assistance agreement with the BLM. “Partnership” or “agreement recipient” refers to individuals who represented their group or organizations in a partnership with BLM. “BLM officer” refers to the BLM staff person assigned to or working with a particular group or organization under an assistance agreement.

The research team for this project includes Dr. Frederic I. Solop, director of the Social Research Laboratory, serving as principal investigator for this research; Kristi K. Hagen serving as co-principal investigator; and, Peter Little serving as project manager for the study. This team developed a research design employing telephone survey methodology to explore the degree to which partnership recipients and BLM officers believe a partnership (assistance agreement) is effective in reaching mutually defined goals. This report is the product of the assessment research conducted by the SRL research team.

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. The Social Research Laboratory specializes in conducting program evaluations, public opinion studies, needs assessments, and demographic and social issues analyses.

¹ <http://www.blm.gov/nlcs/partnerships/qa.html#A1>

B. Methodology

Study Goals

The Bureau of Land Management (BLM) is interested in conducting a survey of partners involved in current BLM assistance agreements. This survey aims to address a key question – “What makes partnerships effective?” The study assesses the health, satisfaction and success of relationships between BLM and current partners, and obtains a range of perspectives and experiences with partnerships. To accomplish this task, the BLM contracted with the Social Research Laboratory (SRL) at Northern Arizona University, through the Colorado Plateau Cooperative Ecosystems Studies Unit.

The results of the telephone survey provide a satisfaction rating that measures partnership effectiveness. Survey results also identify areas and opportunities for improving the partnering process. Similar to other use authorization processes, creating and maintaining partnerships is a complex endeavor about which BLM’s partners are able to provide excellent feedback. The data gathered from this survey will be shared with the BLM Management and Evaluation office in an effort to improve partnership agreements and partnering processes. The information gathered in this survey will also be used to improve partnerships between BLM and partnering agencies, organizations, and groups.

Sample and Survey Administration

The survey was conducted with partners involved in established BLM assistance agreements since 2003. The Washington D.C. BLM Office provided the SRL with the complete population of assistance agreement partnerships to conduct the survey. For each assistance agreement, a survey was conducted with the non-BLM agreement recipient(s) and BLM officer(s) assigned to agreement implementation. Because many of the corresponding BLM officers oversee more than one partnership agreement, they were asked to answer the same questions for each partnership agreement. All 2003 assistance agreements were provided to the SRL in the form of agreement contract cover sheets which contained the names and contact information for current partnership recipients and corresponding BLM officers. A total of 282 agreement contracts were provided. From these agreements, 242 assistant agreement recipient contacts and 174 BLM agreement officer contacts were compiled into a master database. Since one BLM officer could oversee more than one contract, each contract was considered a sample record.

After detailed review, 19 of the potential recipients were found to be ineligible to participate in the study because they lacked experience with BLM partnerships (recipients were not familiar enough with the partnership agreement to answer survey questions). Fifteen recipients were found to be duplicates of contacts already in the sample and six contracts had wrong or missing contact information. Eight BLM officers were ineligible (lacked sufficient knowledge or experience with the assistance

agreement) and 24 BLM officers provided interviewers with a different, more appropriate BLM assistance agreement contract officer. In an effort to maintain sample integrity, SRL staff members searched the Internet and located correct telephone numbers for recipients with incorrect contact information. BLM officers also attempted to update the contact information for these respondents, but at the completion of the survey fielding phase of the study, six respondents still had incorrect telephone numbers. A total of 194 surveys were completed with agreement recipients and 250 surveys were completed with BLM officers. The final response rate for partnership recipients is 80 percent and 87 percent for BLM officers. The overall study response rate is 85 percent.²

Respondents were called multiple times, at various times of the day, to assure optimal response rates. When respondents could not be reached, interviewers left messages on answering machines or with a receptionist explaining the purpose of the phone call and the objectives of the survey. Interviewers left the SRL's toll-free phone number with the respondent to enable them to return the call at their convenience.

The Social Research Laboratory research team collaborated with BLM officials in the development of the survey questionnaire. The survey instrument received official approval by Northern Arizona University's Institutional Review Board and the Federal Office of Management and Budget (clearance number 1040-0001). The study was initially scheduled for data collection December 10 – 31, 2004. However, due to difficulty reaching partnership recipients and BLM officers, the fielding period was extended until January 28, 2005. Data was exported shortly after survey fielding, analyzed and summarized for this report.

Quality Control

The Social Research Laboratory utilized several quality checks in the collection of data. All interviewers were thoroughly trained in telephone surveying methodology prior to interviewing. After several general training sessions, interviewers received training specific to this project and practiced using the survey instrument until maximum proficiency was reached. Once an interviewer was prepared to administer the survey, supervisors performed frequent and regular monitoring of calls and data collection.

Supervisors trained to check on the accuracy and validity of data collection completed a "supervisor call-back" of randomly selected calls. Each calling shift held a pre-shift meeting that prepped interviewers on updates and changes in survey procedures. Interviewer meetings were held regularly throughout the fielding of the survey to address questions or issues that may have arisen.

²Response rate is calculated by dividing the total number of completed interviews by the total number of eligible or potentially eligible (if eligibility is never determined) contacts. Recipient response rate was calculated by dividing 194 completed surveys by 242 eligible contact or contacts with undetermined eligibility. BLM Officer response rate was calculated by dividing 250 completed surveys by 282 potential contacts. The overall response rate is calculated by dividing total completed surveys (n=444) by total number of eligible or potentially eligible contacts (n=524).

Margin of Error

“Sampling error” is a social science term that describes the probable difference between interviewing everyone in a given population and interviewing a sample drawn from that population. The percentages obtained in telephone surveys such as these are estimates of what the percentage would be if the entire population had been surveyed. The “sampling error” associated with this study is +/- 1.8 percent; this is calculated based on a 444 person sample drawn from a population of approximately 524 potential respondents at a 95 percent confidence level. When examining the recipient and BLM officer groups individually, a sampling error of +/-3.1 percent is associated with the recipient subsample and a sampling error of +/-2.1 is associated with the BLM officers subsample.

When reviewing the study findings it is important to keep in mind which group is under examination and apply the correct margin of error. Therefore, if 50 percent of those in the combined sample are found to agree with a particular statement, the actual percentage of agreement in the population from which the sample is drawn would be between 48.2 percent and 51.8 percent (50% +/- 1.8%). When examining the recipient subsample, the actual percentage of agreement on a finding of 50 percent would be between 46.9 and 53.1 percent (50% +/-3.1). Likewise, when examining responses from the BLM officer subsample, the actual percentage of agreement would be between 47.9 and 52.1 percent (50% +/- 2.1). The 95 percent confidence level means that this +/- 1.8 percent margin of error would occur in 95 out of 100 samples of this size. Sampling error increases as the sample size is reduced. This information is important when comparing the responses of different groups within the sample (e.g., men versus women). Smaller numbers of respondents on any question translate into higher margins of error.

Total responses to some questions may be greater or less than 100 percent due to rounding. In some tables, “Don’t know” and/or “refused” responses are considered to be “missing data” and are not included in the total respondents. Additionally, most figures are rounded off to whole numbers.



C. Executive Summary

Approval Rating of Partnerships

- ❖ Overall, both partnership recipients and BLM partnership officers rate their partnerships **very highly**. On a scale from 1 to 5 where 1 is the lowest rating and 5 is the highest rating, the combined rating of both groups on all aspects of partnerships is **4.50**, indicating a **very high level of approval**.
- ❖ BLM partnership officers give an average partnership approval rating of **4.52** while partnership recipients give an overall average partnership approval rating of **4.48**.

Effectiveness Rating of Partnerships

- ❖ When asked to rate how effective partnerships are in working towards stated goals on a scale from 1 to 5, the combined ratings of both recipients and BLM officers is **very high** at **4.45**.
- ❖ These two groups are very close in average ratings with recipients rating the partnership effectiveness at **4.42** and BLM officers rating partnership effectiveness at **4.50**.

Satisfaction Rating of Partnerships

- ❖ Both BLM partnership officers and partnership recipients are **very satisfied** with their partnership, with an average overall satisfaction rating of **4.45**.
- ❖ Using the 1 to 5 scale, BLM officers give an average satisfaction rating of **4.52**, while partnership recipients give an average satisfaction rating of **4.41**.

Goal Achievement Rating of Partnerships

- ❖ Partnership recipients and BLM partnership officers **strongly believe** that their partnerships will achieve stated goals within the identified time period. A combined average achievement rating for both groups is **4.35**.
- ❖ Rating the likelihood of accomplishing goals on a 1 to 5 scale, BLM officers give an average rating of **4.40**, while partnership recipients give an average rating of **4.30**, indicating that both groups expect their partnership(s) to complete predefined tasks.

Commitment to Partnership Goals

- ❖ Partnership recipients and BLM partnership officers are **highly committed** to their partnership goals. Combining ratings from both groups, an average commitment rating of **4.72** demonstrates that both partnership recipients and BLM partnership officers are very committed to achieving partnership goals.
- ❖ Partnership recipients rate their own commitment to the partnership at **4.84** while BLM officers rate their own commitment to the partnership at **4.63**. When asked to rate the commitment of one another, partnership recipients give BLM officers an average rating of **4.52**, while BLM officers rate the commitment of the partnership recipients on average at **4.63**.

Skills Necessary for Effective Partnerships

- ❖ When asked what one skill is most important to creating an effective partnership, the majority of partnership recipients identify **communication skills** (62%) followed by **personnel and management skills** (26%).
- ❖ Nearly half (46%) of BLM partnership officers identify **communication skills** as the top skill needed for an effective partnership. One-third (33%) said **expertise and coordination skills** are most helpful in making a partnership effective.
- ❖ When asked to rate the importance of 12 different skills to making an effective partnership (on a scale from 1 to 5), both groups identify **oral communication, written communication, teamwork and problem solving** as the top four skills needed.

Resources Necessary for Effective Partnerships

- ❖ Partnership recipients and BLM partnership officers both identify **personnel** and **funding** as the two most important resources needed to make partnerships more effective.
- ❖ Among partnership recipients, nearly half identify **personnel** (47%) as the most needed resource followed by **funding** (43%).
- ❖ Among BLM partnership officers, **funding** is the one resource most frequently identified as most important to an effective partnership (45%), followed by **personnel** (38%).

D. Study Findings

Partnership Distribution by State

The majority of assistance agreements surveyed for this study are served by BLM offices located in the Northwest and West. The Montana state BLM office works with one in five agreements (20%; N=38) followed by the California state BLM office which works with nearly as many agreements (18%; N=33). Wyoming has nineteen agreements (10%), while Utah, Alaska, Colorado and Idaho BLM offices each have between sixteen and seventeen agreements. New Mexico, Nevada, South Dakota, New York and the National DC offices work with fewer assistance agreements (see Table 1).

Table 1: Which BLM office is the primary office for your partnership?

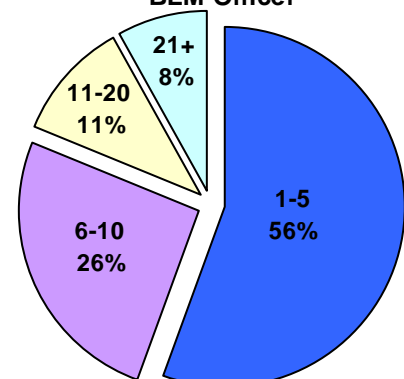
	Percent	(N)
Montana State Office	20%	38
California State Office	18%	33
Wyoming State Office	10%	19
Utah State Office	9%	17
Alaska State Office	9%	16
Colorado State Office	9%	16
Idaho State Office	9%	16
New Mexico State Office	4%	8
Nevada State Office	3%	6
South Dakota State Office	3%	5
New York State Office	2%	3
D.C. National Office	2%	3
Other Office	4%	8
Total	102%*	188

*Total is greater than 100% due to rounding.

Partnership Agreement Contract Management

Each BLM partnership officer was asked how many partnerships they are currently assigned to or supervise. The number of partnerships a BLM officer supervises varies widely with the majority overseeing one to five agreements (56%). Just over one-quarter (26%) of BLM officers handle between six and 10 agreements. Nineteen percent of BLM officers say they work with more than 10

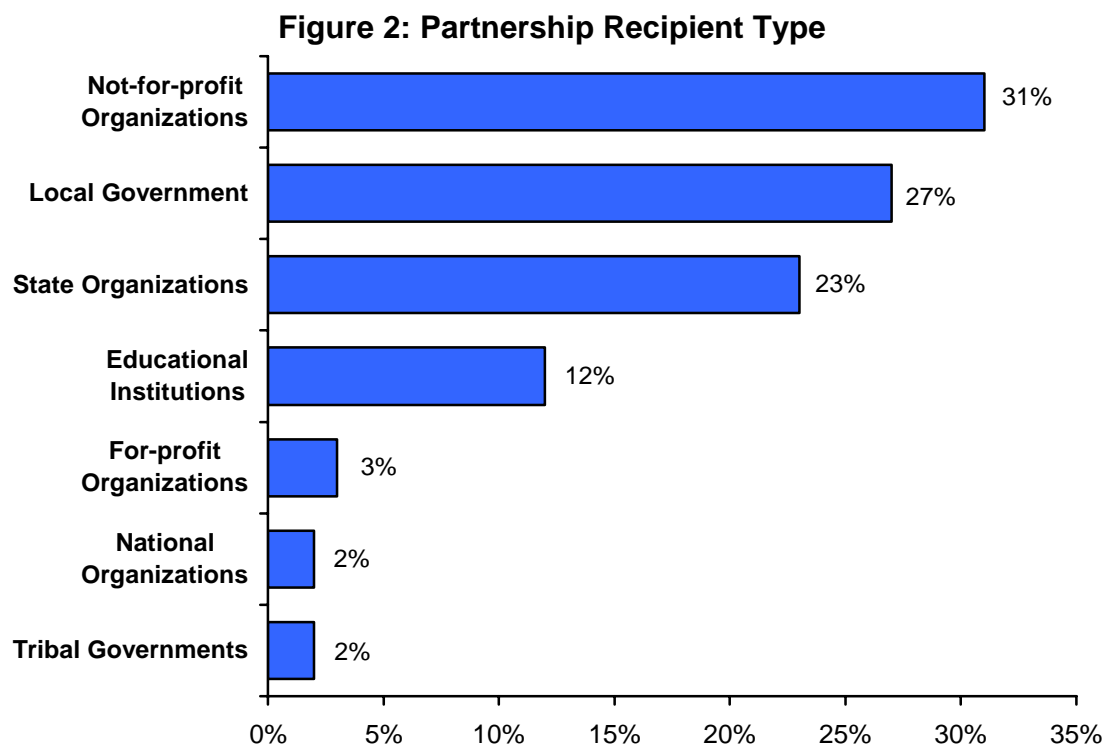
Figure 1: Number of Agreements Per BLM Officer



agreements (see Figure 1). Some BLM officers report managing hundreds of agreements. Two BLM officers report working with 100 agreements and one is assigned to 200 agreements. The average number of agreements managed per officer, excluding the outliers is approximately 8.

Partnership Recipient Type

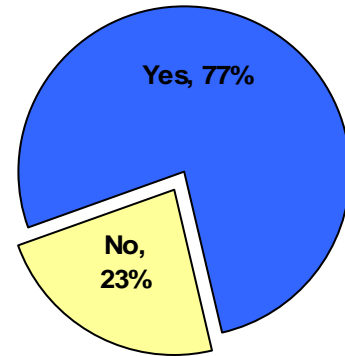
Since the BLM partners with many different types of contract recipients, each recipient was asked to identify their organization type. The largest proportion of recipients self-identified as not-for-profit organizations (31%) while local government groups make up the second largest recipient type (27%). Just under one-quarter (23%) say they are state organizations. Educational institutions make up 12 percent of respondents. For-profit groups, national organizations and Tribal governments make up the remaining seven percent of recipient organizations (see Figure 2).



Partnering Organizations

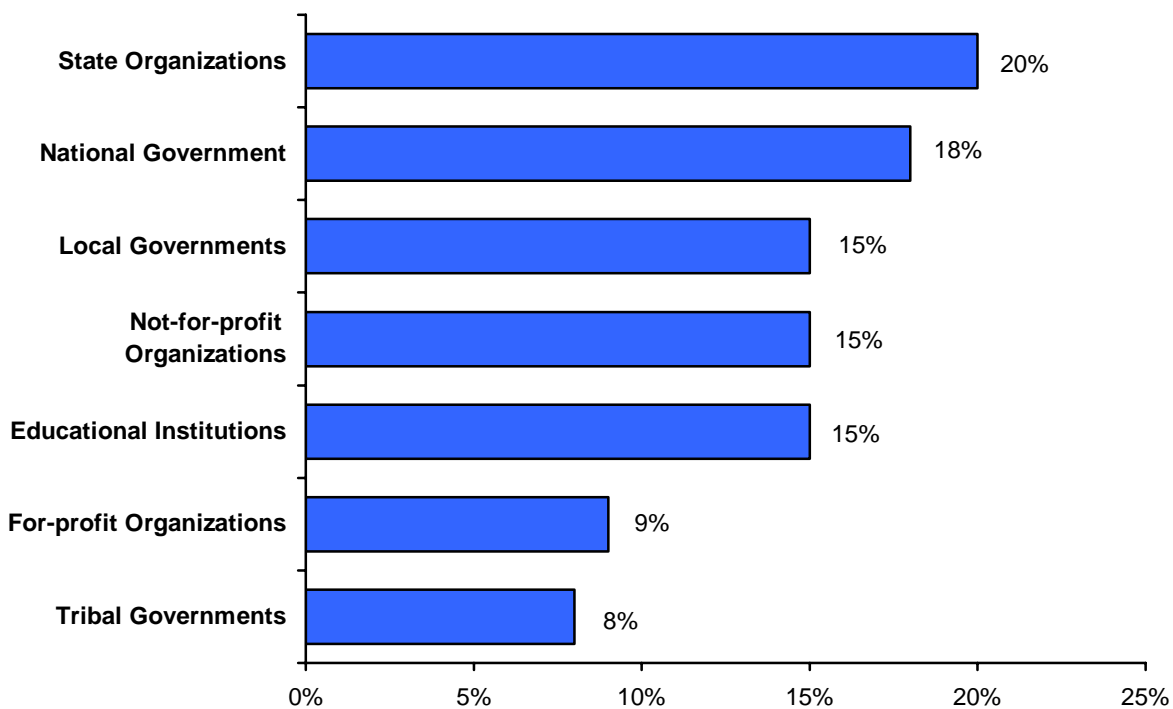
Each partnership recipient was asked if they partner with other groups or organizations in accomplishing the goals of the partnership agreement. Over three-quarters (77%; N=148) of recipients say they partner with other groups and organizations (see Figure 3). Those partnerships that have additional partners were asked what types of groups and organizations they partner with (see Figure 4). They were also asked to rate how committed each partner is in working with BLM to reach partnership agreement goals.

Figure 3: Partner with other Groups or Organizations?



State organizations make up the largest proportion of groups that respondents partner with (20%) followed by national organizations (18%). Local government, not-for-profit organizations and educational institutions each comprise 15 percent of participating groups while for-profit and Tribal governments are involved in fewer partnerships (9% and 8%, respectively).

Figure 4: Partnering Organizations

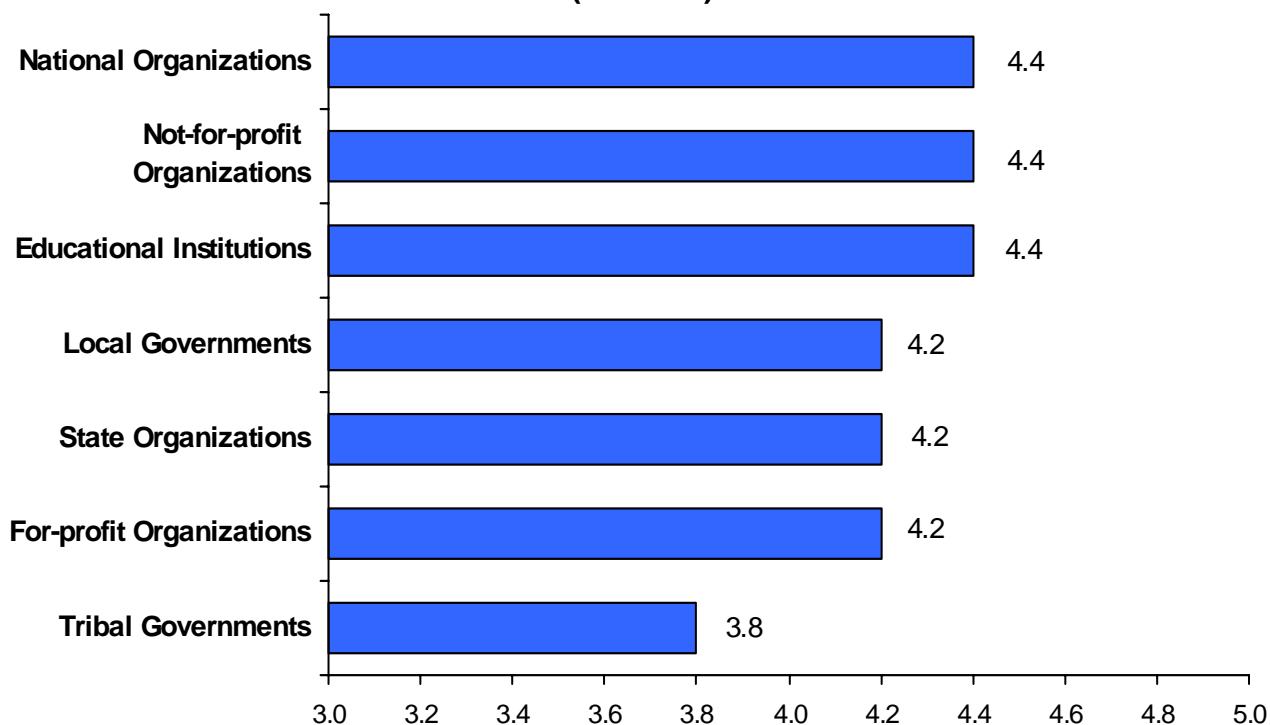


Partnership Commitment

In an effort to understand how groups work together in partnerships, each assistance agreement recipient was asked to rate the commitment of each type of partner they work with to reach partnership agreement goals (see Figure 5). Using a scale from 1 to 5 with 1 being the lowest rating and 5 being the highest rating, agreement recipients were asked “How committed are these partners in working with the BLM to reach partnership agreement goals?”

All types of partners receive high ratings with national organizations, not-for-profit organizations, and educational institutions receiving the highest average commitment rating, 4.4. Just below these three, local government, state organizations and for-profit organizations receive an average rating of 4.2, indicating that these groups are viewed as strongly committed to working with BLM in achieving partnership agreement goals. Tribal governments, while receiving a rating above “3,” the mid-point, received the lowest average rating of commitment, 3.8.

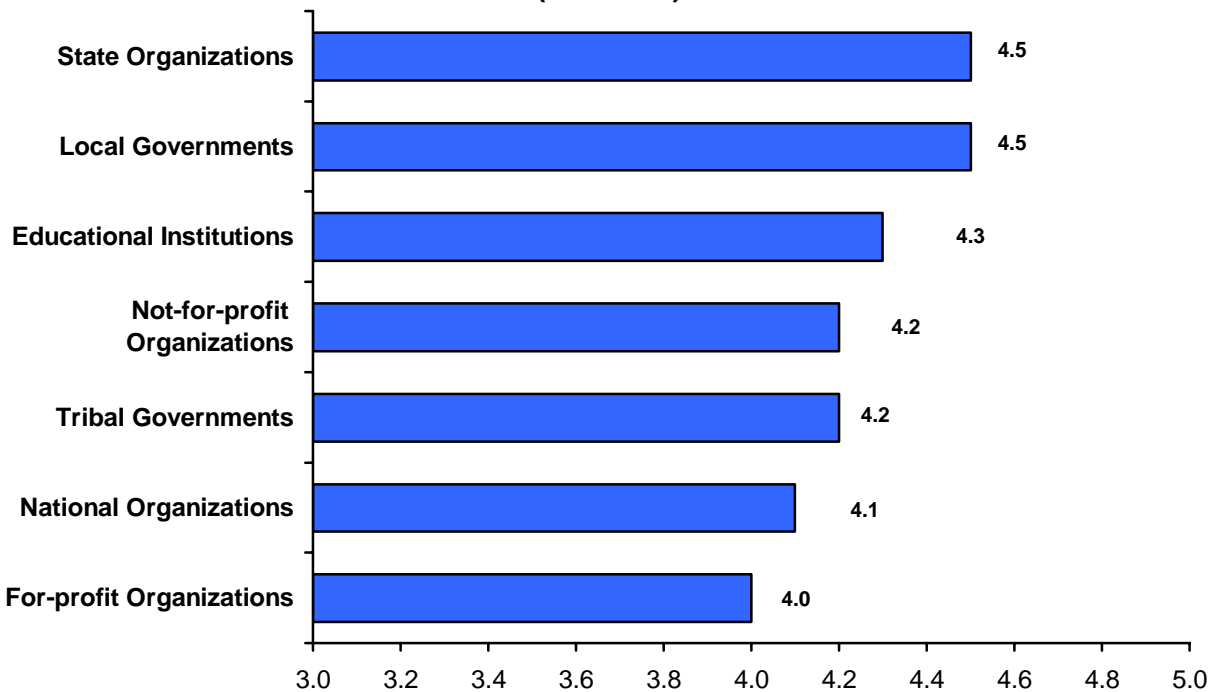
**Figure 5: Commitment Rating of Partners by Recipients
(1-5 scale)**



Each corresponding BLM officer was also asked to rate the commitment of each type of partner in reaching partnership agreement goals (see Figure 6). Using a scale from 1 to 5, with 1 being the lowest rating and 5 being the highest rating, BLM officers were asked “How committed are these partners in working with the BLM to reach partnership agreement goals?”

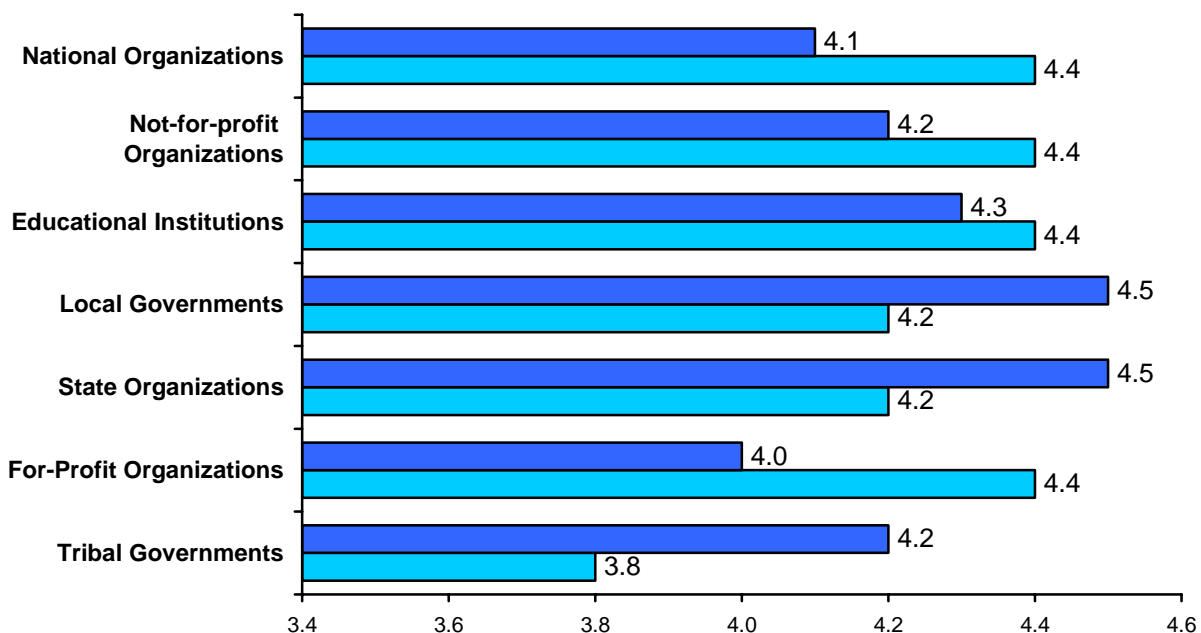
All types of partners received positive ratings with state and local governments receiving the highest average commitment rating, 4.5. Educational institutions received an average of 4.3, while Tribal government, not-for-profit organizations and national organizations received an average rating of 4.2, indicating that these groups are viewed as strongly committed to working with the BLM in achieving partnership agreement goals. For-profit-organizations received the lowest average rating of commitment, 4.0.

**Figure 6: Commitment Rating of Partners by BLM Officers
(1-5 scale)**



The following figure (Figure 7) compares partnership commitment ratings by partnership recipients and BLM officers. Overall, both groups give high ratings for all partnership types. Interestingly, partnership recipients rate national organizations, not-for-profit organizations, for-profit organizations and educational institutions the highest while BLM officers generally rate local governments and state organizations higher. Recipients give Tribal governments the lowest rating, while BLM officers give the lowest overall commitment rating to for-profit organizations.

Figure 7: Combined Commitment Rating of Partnerships (1-5 scale)



Rating Various Partnership Items

Each partnership recipient was asked to rate various aspects of partnerships on a scale from 1 to 5, with 1 being the lowest rating and 5 being the highest rating. BLM officers assigned to the same agreement were asked to rate the same items.

Commitment

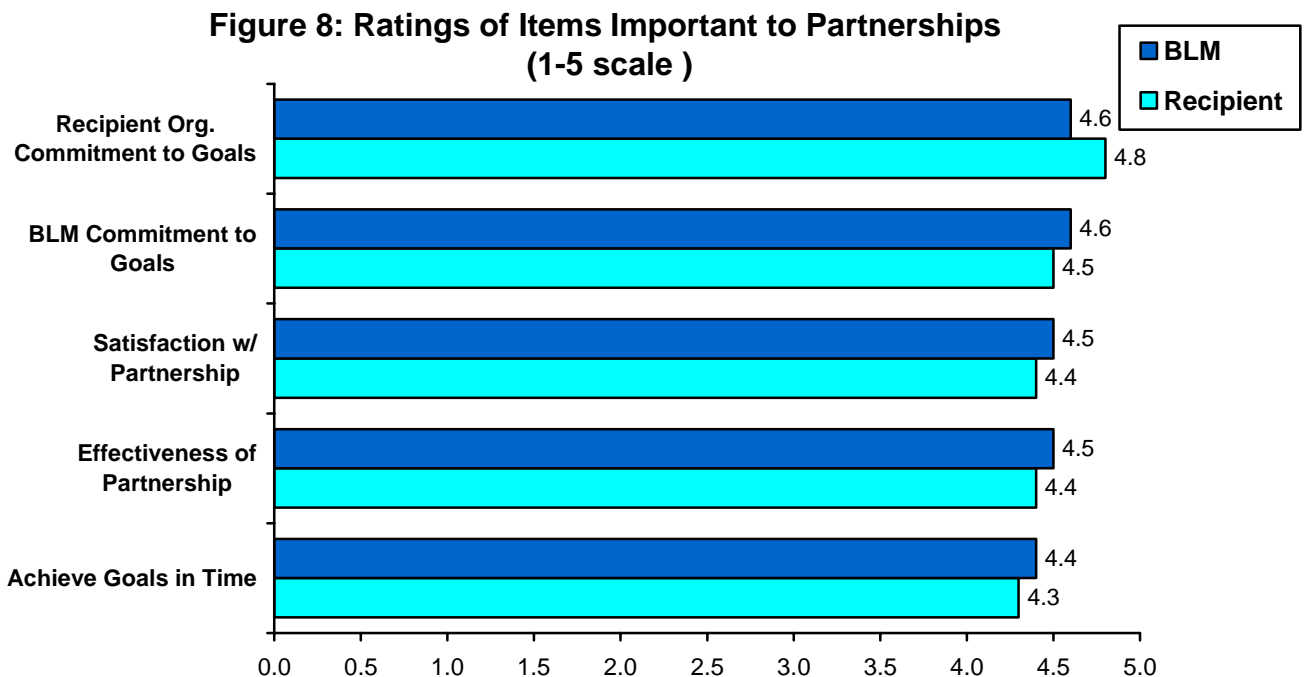
The first item explores how committed the organization is to working with BLM to achieve partnership goals. Both the agreement recipient and the BLM officer rate the commitment of organizations very high with an average rating by recipients of 4.8 and an average rating by BLM officers of 4.6. When asked to rate how committed the BLM is to achieving partnership goals, recipients give high average ratings (4.6), but view the BLM as slightly less committed than their organization (4.8). BLM officers rate the BLM’s commitment similar to the organization’s commitment, with an average rating of 4.6.

Effective

Using the same rating scale, partnership recipients were asked to rate how effective the partnership is in working towards stated goals. Both recipient’s and BLM officers rate partnerships as very effective in reaching stated goals, with BLM rating the partnership effectiveness slightly higher (4.5) than recipients (4.4). Both partnership recipients and BLM officers are very satisfied with partnerships to date. BLM officers give an average satisfaction rating of 4.5, while recipients give an average satisfaction rating of 4.4.

Achievement

When asked how likely the partnership is to achieve stated goals within the stated time period, both partnership recipients and BLM officers expect that the partnership will accomplish identified goals within the designated time frame. Figure 8 is a summary of ratings given by both BLM officer and recipients.



Overall Approval Rating

To gain a total score of partnership approval, all ratings from both groups on the five items above were combined and averaged. Overall, both BLM officers and partnership recipients give high approval ratings with a combined average approval score of 4.5. BLM officers give a slightly higher approval rating of 4.52 as compared to partnership recipients rating of 4.48.

Exploring What is Needed for Effective Partnerships

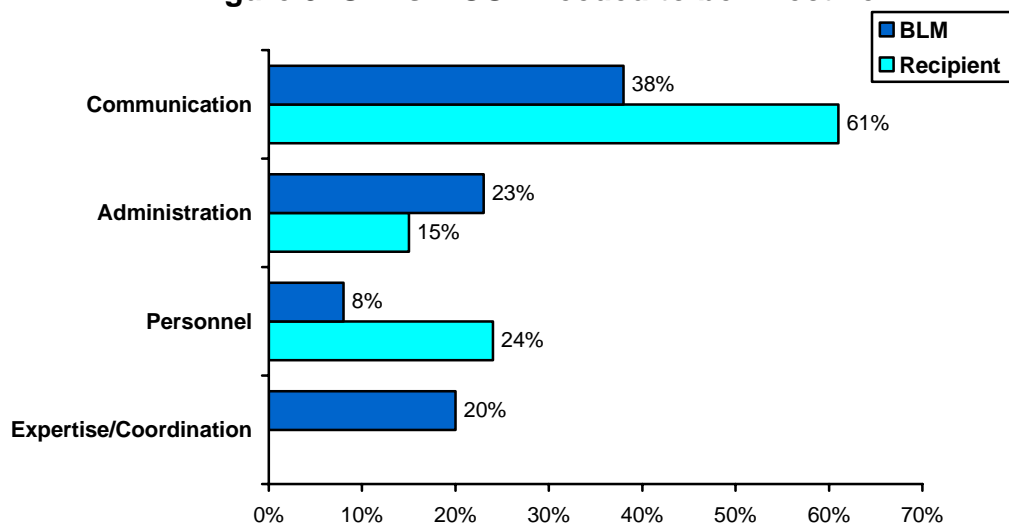
Skills

All agreement recipients rating the effectiveness of their partnership as four or less were asked to further explore partnership effectiveness (79 out of 194 recipients). These respondents were asked, “In your opinion, what one skill would most improve the effectiveness of this partnership agreement?” The majority of those asked this question state that “improved communication in written, oral and electronic form” would most improve the effectiveness of their partnership agreement with BLM. Just under one-quarter (24%) note that “personnel management skills” would increase their

partnership’s effectiveness, while 15 percent say “administration skills” were most important to their partnership’s effectiveness.

BLM officers rating the effectiveness of their partnership as four or less on the 1 to 5 scale were asked to further explore partnership effectiveness. Out of 250 BLM surveys, 86 rated the effectiveness of their partnership as four or less. These BLM officers were asked, “In your opinion, what one skill would most improve the effectiveness of this partnership agreement?” Figure 9 presents a summary of open-ended responses. The largest proportion of those asked this question state that “improved communication (written, oral and electronic)” would most improve the effectiveness of their partnership with recipient organizations (38%). Just under one-quarter (23%) note that “administrative skills” would increase their partnership’s effectiveness, while eight percent say “personnel skills.” Some BLM officers also identified skills not presented by the recipients – “area expertise” and “coordination skills” were identified by 20 percent of BLM officers as most important to achieving an effective partnership. Figure 9 presents a summary of these open-ended responses.

Figure 9: Skills MOST Needed to be Effective

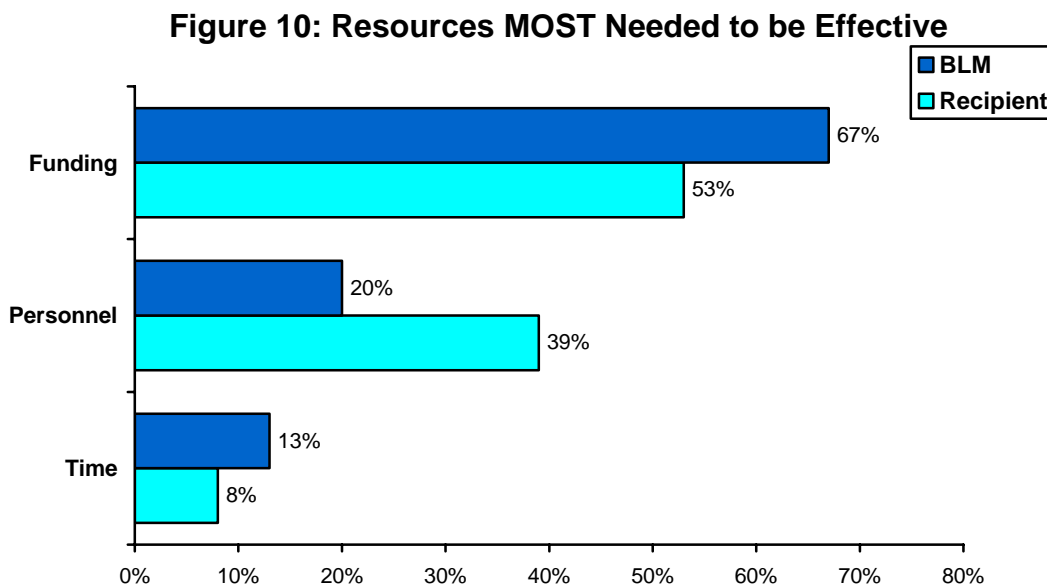


Resources

Both partnership recipients and BLM officers were asked to identify the one resource that would most improve the effectiveness of their partnership. Over half (53%) of recipients identify “funding” as the resource they need most to improve effectiveness. Thirty-nine percent say “adequate and qualified personnel” would improve their partnership effectiveness, while eight percent note that “more time” would help them be more effective.

Well over half (67%) of BLM officers identify “funding” as the resource they need most to improve partnership effectiveness. Twenty percent say “adequate and qualified personnel” would improve their partnership’s effectiveness, while 13 percent note that

“more time” would help them to be more effective. Figure 10 presents a summary of these open-ended responses.

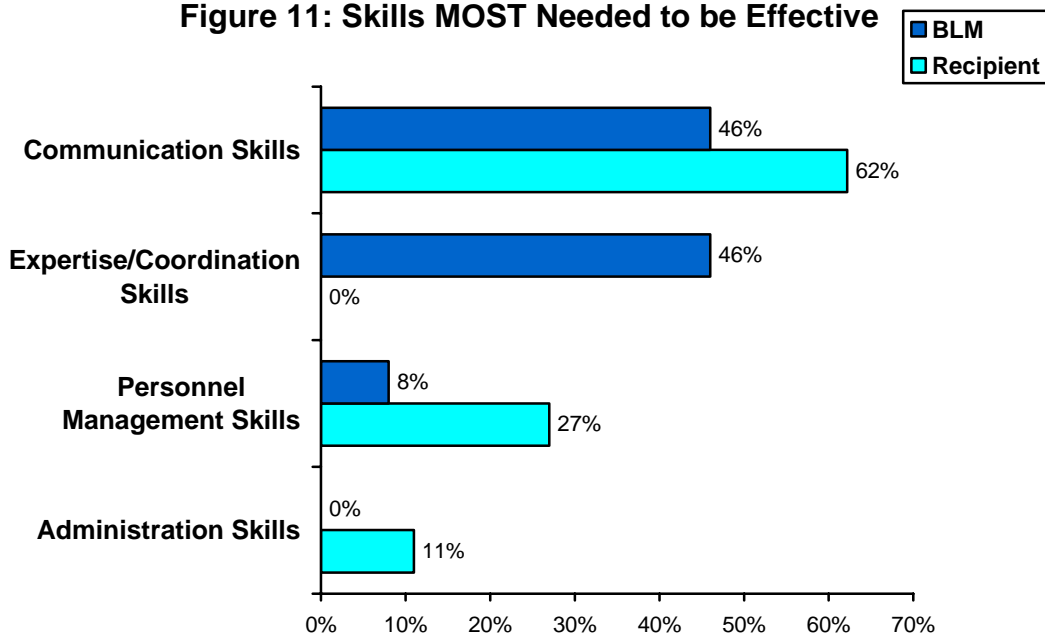


Skills and Resources Most Important in Making Partnerships Effective

All partnership agreement recipients rating the effectiveness of their partnership as a five (the highest rating) were asked to share what one skill has been most important in making this partnership effective. Ninety-three recipients rate their partnership’s effectiveness at the highest level. Responses given by this subset of respondents are similar to those who identified needed skills and resources, thus confirming the importance of these items (see Figures 9 and 10). “Communication skills” including written and oral communication are noted by 62 percent of this group as the one skill that makes their partnership very effective. Over one-quarter (27%) say “personnel management skills” are most important and 11 percent say “administration skills” are most important to partnership effectiveness (see Figure 11).

All BLM officers rating the effectiveness of their partnership as a five (the highest rating) were asked the same question. One hundred twenty-five BLM officers give their partnership agreement’s the highest rating for level of effectiveness. Responses given by this subset of respondents closely correspond to the list provided by recipients (see Figure 9 and 10). “Communication skills” including written and oral communication are noted by 46 percent of BLM officers as the one skill that makes their partnership very effective. Over one-quarter (31%) state that “expertise” is most important and 15 percent say “coordination skills” is most important to partnership effectiveness (see Figure 11).

Figure 11: Skills MOST Needed to be Effective



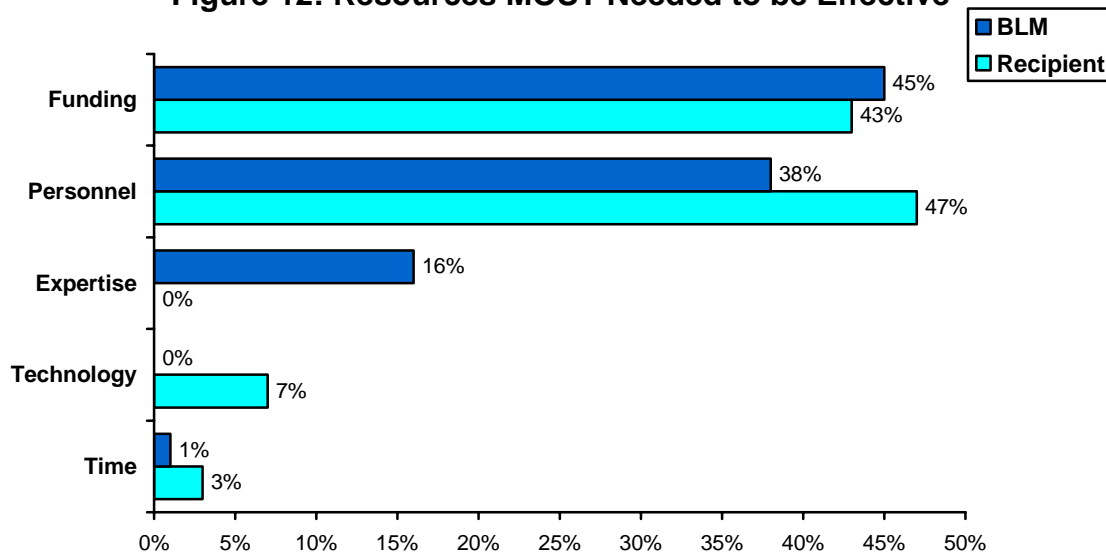
Resources

This same subset of respondents (those who rated the effectiveness of their partnership as a “5,” the highest rating) was asked what one resource has most contributed to the effectiveness of this partnership. Just under half (47%) of these recipients identify “personnel” as the resource most important in making the partnership effective. Forty-three percent say “funding” helps them create an effective partnership, while seven percent note that “technology” improves their partnership effectiveness. Three percent identified “time” as a necessary item in being effective (Figure 12).

About half (45%) of the BLM officers identify “funding” as the resource that has made the partnership most effective. Thirty-eight percent say “personnel” has contributed to partnership effectiveness, while 16 percent note that “expertise” is most important. Only one percent identify “time” as a determining factor of effective partnership (see Figure 12).

In summary, both partnership recipients and BLM officers note that “communication skills,” “personnel management” and “expertise/coordination skills” are the most important skills in making a partnership effective. Partnership recipients and BLM officers both identify “personnel” and “funding” as the two most important resources necessary to having an effective partnership.

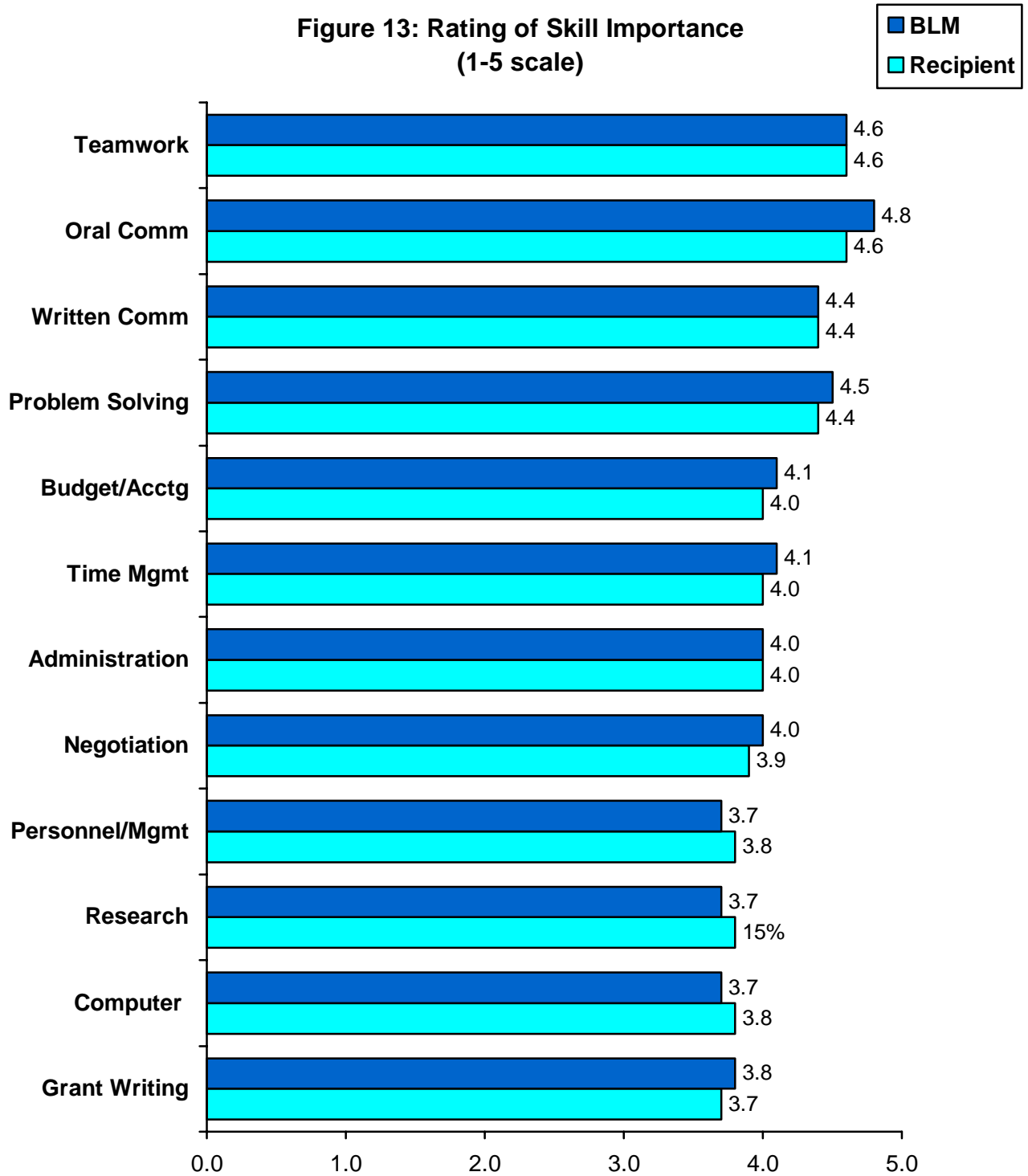
Figure 12: Resources MOST Needed to be Effective



Rating Skills Important to Partnerships

Every partnership recipient and BLM partnership officer was provided with a list of 12 skills and asked to rate the contributions of each skill to accomplishing partnership goals, using a scale from 1 to 5, with 1 being “not important” and 5 being “very important.” These skills include: oral communication, written communication, problem solving, teamwork, grant writing, research, computer, administration, negotiation and dispute resolution, personnel management, budget and accounting, and time management (see Figure 13).

“Teamwork” and “oral communication” skills are rated most highly as skills needed to create effective partnerships, with an average rating of 4.6 by both groups of respondents. These two skills are closely followed by “written communication” and “problem solving” as critical skills, with average ratings of 4.4 each. “Budget and accounting,” “time management” and “administration skills” receive an average rating of 4.0.



E. Appendix A: Open Ended Comments

Both partnership agreement recipients and BLM partnership officers were asked to provide additional comments on the strengths and weaknesses of partnerships and what their partnership experience has been like.

Partnership Agreement Recipient Comments

- **“It’s a great partnership.”**
- **“The partnership is politically important and more flexibility would make it better.”**
- **“More meetings with the BLM would help.”**
- **“The partnership would be better if there was less paperwork.”**
- **“The BLM needs to encourage more partnerships and joint funding in projects.”**
- **“It would be good to have more personnel working in the partnership.”**
- **“There needs to be fewer restrictions and regulations.”**
- **“The funding application needs to be easier.”**
- **“Consistent funding is always important.”**
- **“I appreciate the partnership. Half our revenue is provided by the BLM and it helps to continue the support of the archaeological program.”**

BLM Officer Comments

- **“BLM needs to more efficiently approve the agreements and streamline that process. We are encumbered with things that weren't there before, like new processes and requirements.”**
- **“The partnering organization needs more funding.”**
- **“BLM needs to provide mentoring and assistance in order to make the partnership resources available at the local level.”**
- **“It is worthwhile and I hope it is continued and strengthened.”**

- **“Communicate the information with the general public, so they can get involved.”**
- **“General public awareness needs to be improved.”**
- **“The partnering organization has been very willing to meet and work around problems.”**
- **“More active public information outreach.”**
- **“More public involvement.”**
- **“The biggest limiting factor is the administrative process. The agreement involves little money, but there are still volumes of forms. It is almost not worth it for the partnering organization.”**
- **“Simplifying the administrative process would greatly help this partnership, even though it is working well.”**
- **“This is a great organization to work with.”**
- **“The partnering organization has been very helpful. I am impressed with their ability to work with the BLM. They were receptive and open.”**
- **“The partnering organization is committed to what they do and they achieve the best.”**
- **“Incentives, things like reward system, would help. Because when things are well done there is no prize or recognition.”**
- **“Better directions from the National office would help.”**
- **“BLM needs to add permanent full time staff in land management to address program coordinating needs.”**
- **“It is difficult to match dollars. The BLM needs to reduce the paperwork load.”**
- **“Reduction in bureaucratic elements on BLM part, like paperwork reduction.”**
- **“Simplified administrative process for small projects and agreements.”**

F. Appendix B: Frequency Tables

Table 1: Which BLM office is the primary office for your partnership?

	(N)	Percent
Montana State Office	38	20%
California State Office	33	18%
Wyoming State Office	19	10%
Utah State Office	17	9%
Alaska State Office	16	9%
Colorado State Office	16	9%
Idaho State Office	16	9%
New Mexico State Office	8	4%
Nevada State Office	6	3%
South Dakota State Office	5	3%
New York State Office	3	2%
D.C. National Office	3	2%
Other Office	8	4%
Total	188	102%*

*Total is greater than 100% due to rounding.

Table 2: Number of Partnership Agreements Assigned to BLM Officers

Number of Assigned Partnerships	(N)	Percent
1 - 5	133	56%
6 - 10	60	25%
11 - 20	27	11%
More than 20	19	8%
Total	239	100%

Table 3: Partnership Recipient Type

	(N)	Percent
Not-for-profit Organizations	61	31%
Local Governments	53	27%
State Organizations	44	23%
Educational Institutions	23	12%
For-profit Organizations	6	3%
National Organizations	4	2%
Indian Tribal Governments	3	2%
Total	194	100%

Table 4: “Does your group partner with any other groups or organizations on this agreement?”

	(N)	Percent
Yes	148	77%
No	45	23%
Total	193	100%

Table 5: Partnering Organizations

	(N)*	Percent
State Organizations	107	20%
National Organizations	95	18%
Local Governments	80	15%
Not-for-profit Organizations	77	15%
Educational Institutions	77	15%
For-profit Organizations	47	9%
Indian Tribal Governments	40	8%
Total *(respondents could select multiple partners)	523	100%

Table 6: “How committed are these partners in working with BLM to reach partnership agreement goals?” (1 to 5 scale*)

Partnership Recipient Ratings of...	Average Rating	(N)
National Organizations	4.4	81
Not-for-profit Organizations	4.4	61
Educational Institutions	4.4	61
Local Governments	4.2	65
State Organizations	4.2	97
For-profit Organizations	4.2	36
Indian Tribal Governments	3.8	31
Total Average/Total	4.2	432

*On a scale from 1-5, with 1 being the lowest and 5 being the highest.

Table 7: “How committed are these partners in working with BLM to reach partnership agreement goals?” (1 to 5 scale)

BLM Officer Ratings of...	Average Rating	(N)
State Organizations	4.5	152
Local Governments	4.5	149
Educational Institutions	4.3	145
Indian Tribal Governments	4.2	136
Not-for-profit Organizations	4.2	144
National Organizations	4.1	148
For-profit-Organizations	4.0	144
Total Average/Total	4.3	1018

Table 8: Various Ratings of Partnership Components (1 to 5 scale)

	Recipient Average Rating	Partnership Recipient (N)	BLM Average Rating	BLM Officer (N)
How committed is the organization to working with the BLM to achieve partnership goals?	4.8	191	4.6	249
How committed is the BLM to achieving partnership goals?	4.5	188	4.6	248
How satisfied are you with this partnership to date?	4.4	191	4.5	246
How effective is this partnership in working towards stated goals?	4.4	192	4.5	241
How likely is the partnership to achieve goals within the stated time frame?	4.3	192	4.4	245

Table 9: Skill that would MOST improve the effectiveness of the partnership

Partnership Recipient	(N)	Percent
Communication (written, oral and electronic) Skills	48	61%
Personnel Management Skills	19	24%
Administration Skills	12	15%
Total	79	100%

Table 10: Skills Needed for Effective Partnership (1 to 5 scale)

	Average Rating	(N)
Teamwork Skills	4.6	193
Oral Communication Skills	4.6	194
Written Communication Skills	4.4	194
Problem Solving Skills	4.4	194
Budget and Accounting Skills	4.0	187
Time Management Skills	4.0	190
Administration Skills	4.0	191
Negotiation and Dispute Resolution Skills	3.9	186
Personnel Management Skills	3.8	187
Research Skills	3.8	187
Grant Writing Skills	3.7	183
Computer skills	3.8	189

Table 11: Skill that would MOST improve the effectiveness of the partnership

BLM Officer	(N)	Percent
Communication (written, oral and electronic) Skills	33	38%
Administrative Skills	20	23%
Expertise	15	17%
Coordination Skills	11	13%
Personnel Management Skills	7	8%
Total	86	99%

Table 12: Resource that would MOST improve the effectiveness of the partnership: Recipient Responses

	(N)	Percent
Funding	41	53%
Personnel	30	39%
Time	6	8%
Total	77	100%

Table 13: Resource that would MOST improve the effectiveness of the partnership: BLM Responses

	(N)	Percent
Funding	60	67%
Personnel	18	20%
Time	12	13%
Total	90	100%

Table 14: Skill most important in making the partnership effective: Recipient Responses

	(N)	Percent
Communication (written, oral and electronic) Skills	58	62%
Personnel Management Skills	25	27%
Administration Skills	10	11%
Total	93	100%

Table 15: Skill most important in making the partnership effective: BLM Responses

	(N)	Percent
Communication (written, oral and electronic) Skills	57	46%
Expertise	39	31%
Coordination Skills	19	15%
Personnel Management Skills	10	8%
Total	125	100%

**Table 16: One resource most important in making the partnership effective:
Recipient Responses**

	(N)	Percent
Personnel	41	47%
Funding	38	43%
Technology	6	7%
Time	3	3%
Total	88	100%

**Table 17: One resource most important in making the partnership effective:
BLM Responses**

	(N)	Percent
Funding	55	45%
Personnel	46	38%
Expertise	19	16%
Time	2	1%
Total	122	100%

G. Appendix C: Survey Instrument

INTRODUCTION

Hello, may I speak with _____ (STATE FIRST AND LAST NAME ON THE LIST)?

If the person on the list is NOT correct, they no longer work there, or there is no recipient name ask for "the person there that works in partnership with BLM" (the main contact person involved in the partnership with BLM).

Hello, my name is (STATE YOUR FIRST AND LAST NAME) and I'm calling from Northern Arizona University's Social Research Laboratory. I'm not selling anything. We are conducting an assessment of the Bureau of Land Management's partnership program and are contacting current partnership recipients. Your name and phone number was provided to us by BLM. Your views are very important in helping the BLM improve the partnership process.

The questions I would like to ask will only take about 10 minutes to complete. Is now a good time to ask you some questions?

If yes → Continue

If no → Set up a callback, record time and date in the database

All of your answers are voluntary and confidential and will only be reported as part of a group response. If I should come to any question you would prefer not to answer, just let me know and I'll skip over it.

The Paperwork Reduction Act requires approval of all federal government surveys by the Office of Management and Budget. If you would like to know more about the approval of this survey, I can provide that information. Would you like this information?

If yes → Read on next page *

If no → Go to Q1

*Additional information provided upon request:

This survey has been approved by the Office of Management and Budget. The designated approval number is 1040-0001. The expiration date is January 31, 2005. You may direct comments that you have about any aspect of the survey to the BLM information collection clearance officer, Max Lockwood at 202-452-5075. Or, you may call the co-principal investigator of this survey. Her name is Kristi Hagen. She is the associate director of the Social Research Laboratory at Northern Arizona University. You can call Ms. Hagen toll-free at (866) 213-5716.

1. Our records show that you are with (Organization name fill-in from database listing); is this correct?

Yes → Continue survey

No → *What is the name of your organization? If not the same as what is on the list → Terminate survey → Thank you but we were trying to reach a different organization. Good bye.*

2. What is the name of your BLM partnership contact person? _____

3. Which BLM office is the primary office for your partnership?

4. Please briefly describe the PRIMARY goal of this PARTNERSHIP

Int: If respondent is unfamiliar with the partnership and has no idea about the primary goal of the partnership → Is there someone in your office that is familiar with the partnership? If yes → Can I please have their name and may I speak with them?

If yes → (If they are not available at the moment, find out their contact phone #)

Fill in name & phone # (correct spelling)_____

If no, Terminate interview → *Thank you, but we want to speak with people that are familiar with the primary goals of the partnership.*

5. The BLM partners with different types of contract recipients. What type of recipient is your organization? [Interviewer: Select All that Apply. Read list if necessary.]

1. National organization
2. State organization
3. Local Government
4. Indian Tribal Government
5. Educational Institution
6. For-profit Organization
7. Not-for-profit Organization
8. Other → What would that be? Q5a._____

6. In working with BLM on this project, to the best of your knowledge, does your group partner with any other organizations (other than BLM)?

1. Yes
2. No → *Skip to Q7*
3. Don't know/Refused → *Skip to Q7*

6a. Now I am going to read a list of types of organizations. *For this project*, please tell me if your group partners with these types of organizations? [Interviewer: Read each, select Yes or No.]

If yes → Ask → [On a scale from 1 to 5 with 5 being the highest rating, in your opinion,] *lead-in, repeat if necessary...* how committed is the (*fill in organization type*) in working with BLM in achieving the goals of this partnership?

Int: If unsure, "...to the best of your knowledge, how would rate it?... If R still does not know, Enter DK.

Does your group partner with (a)... <i>Repeat as necessary</i>	Yes	No	DK N/A	Rating 1-5
6a. National organization				
6b. State organization				
6c. Local government				
6d. Indian Tribal Government				
6e. Educational Institution				
6f. For-profit Organization				
6g. Not-for-profit Organization				

Now, I would like you to think in terms of how effective the partnership is. For this survey, effectiveness is referring to how successful and capable the partnership is in accomplishing tasks that work towards commonly identified goals.

7. On a scale from 1 to 5, with 5 being the highest rating and 1 being the lowest rating, how likely is the partnership to achieve stated goals within the designated time frame? _____

8. On a scale from 1 to 5 with 5 being the highest rating and 1 being the lowest rating, in your opinion, how committed is this organization to working with the BLM to achieve the goals of this partnership? _____

9. And on the same scale, in your opinion, how committed is the BLM to achieving the goals of this partnership? _____

10. Now I'd like to ask you some questions about skills needed in making partnerships effective. As I read the following list of skills, please tell me how important that skill is to helping your group be effective in accomplishing partnership goals. Scale: 1 = not at all important ; 5 = very important.

10a. First, on a scale from 1 to 5 with 1 being not at all important and 5 being very important, how important is oral communication skills in helping your group be effective in accomplishing partnership goals? _____

10b. What about written communication skills, how important is it in helping your group be effective in accomplishing partnership goals? _____

	(1) Not at all Imp	(2)	(3)	(4)	(5) Very Imp	DK Ref	N/A
10c. What about problem solving skills?							
10d. And teamwork skills?							
10e. Grant writing skills?							
10f. Research skills?							
10g. Computer skills?							
10h. Administration skills?							
10i. Negotiation and dispute resolution skills?							
10j. Personnel management skills?							
10k. Budget and accounting skills?							
10l. Time management skills?							

11. On a scale of 1-5, with 5 being the highest rating and 1 being the lowest, how EFFECTIVE is this partnership in working towards stated goals?

- _____ If 4 or less → Go to Q11a.& b.
- _____ If 5 → Go to Q11c.& d.
- _____ If DK or too early to tell → Skip to Q13
- _____ If mixed, ask 11a through 11d.

For Q 11a-11d: This could be pertaining to their organization OR within the partnership.

Ask Q's 11a.& 11b. → If recipient answers with 4 or less on the effectiveness rating scale (in Q11):

11a. [If "4 or less" in Q11] → In your opinion, what ONE skill would MOST improve the effectiveness of this partnership? Int: Probe respondent for 1 skill is most needed.

11b. [If "4 or less" in Q11] → In your opinion, what ONE resource would MOST improve the effectiveness of this partnership? _____
 Int: Probe respondent from what 1 resource is most needed.

Ask Q's 11c.& 11d. → If recipient answers "5" on the effectiveness rating scale (in Q12)

11c. [If "5" Q11] → In your opinion, what ONE skill has been MOST important in making this partnership effective? Int: Probe respondent from what 1 skill is needed.

11d. [If "5" Q11] → In your opinion, what ONE resource has been MOST important in making this partnership effective? {Probe respondent from what one resource is most needed}

12. Are there any other items, other than the skill and resource that you named above, that would make this partnership more effective in achieving stated goals and objectives?

13. And, overall, on a scale from 1 to 5, with 1 being very dissatisfied and 5 being very satisfied, how satisfied are you with this partnership to date? _____

14. Do you have any other comments that you would like to add about the partnership with BLM?

THESE ARE ALL OF THE QUESTIONS THAT I HAVE FOR YOU. THANK YOU VERY MUCH FOR PARTICIPATING IN THIS STUDY!

Survey of BLM Partnership Agreement Officers

INTRODUCTION

Hello, may I speak with _____ (STATE FIRST AND LAST NAME OF BLM OFFICER)?

If the person on the list is NOT correct, they no longer work there, or there is no BLM officer name ask for “the BLM officer there that works in partnership with _____ organization” (the main BLM contact person involved in the partnership with this organization – see above for name of partnering organization / recipient).

Hello, my name is (STATE YOUR FIRST AND LAST NAME) and I'm calling from Northern Arizona University's Social Research Laboratory. I'm not selling anything. We are conducting an assessment of the Bureau of Land Management's partnership program and are contacting current partnership recipients and corresponding BLM officers. Your name and phone number was provided to us by the BLM Washington Office. Your views are very important in helping the BLM improve the partnership process.

(Note: If BLM officer wants to know how we got their name and number, BLM provided Assistance Agreements with their contact information.)

The questions I would like to ask will take about 5-15 minutes to complete, depending on your answers. Is now a good time to ask you some questions?

If yes → Continue

If no → Set up a callback, record time and date in the database

All of your answers are voluntary and confidential and will only be reported as part of a group response. If I should come to any question you would prefer not to answer, just let me know and I'll skip over it. The Paperwork Reduction Act requires approval of all federal government surveys by the Office of Management and Budget. If you would like to know more about the approval of this survey, I can provide that information. Would you like this information?

If yes → Read on next page *

If no → Go to Q1

*Additional information provided upon request:

This survey has been approved by the Office of Management and Budget. The designated approval number is 1040-0001. The expiration date is January 31, 2005. You may direct comments that you have about any aspect of the survey to the BLM information collection clearance officer Sheri Harris at 202-208-7342. Or, you may call the co-principal investigator of this survey. Her name is Kristi Hagen. She is the associate director of the Social Research Laboratory at Northern Arizona University. You can call Ms. Hagen toll-free at (866) 213-5716.

1. Our records show that you are with the BLM office in (fill-in BLM office from database listing); is this correct? If BLM office is incorrect (fill in)

2. Your name has been provided as the BLM officer working with _____ (read list of organization names AND/OR Project Titles & Objectives from database; be sure database is sorted by BLM officer name). Are you currently the BLM officer working with this/these organization(s)?

Yes → Continue survey

No → What is the name of BLM officer working with this organization (s)? Obtain name, position and phone number of correct BLM officer to this partnership and update database (verify spelling).

If R does not know the BLM officers that oversees the partnership terminate interview → Thank you, but we want to speak with BLM officers who are working with these specific partnerships and assistance agreements. If officer oversees ONE organization → Go to Q3.

If officer oversees 2+ organizations, read:

The survey is designed to ask specific questions for each partnership and then ONE set of general questions. Do you have time now to complete these surveys?

If yes → Complete specific partnership survey for each partnership/project along with ONE survey of General Questions → Continue with statement below.

Now I am going to ask you questions, about _____ partnership (Fill in name of organization AND/OR project)

SPECIFIC PARTNERSHIP QUESTIONS

3. What is the name of the primary partnership contact person that you have worked with in _____ (read organization name)?

4. Please briefly describe the PRIMARY goal of this PARTNERSHIP:

Int: If respondent is unfamiliar with the partnership and has no idea about the primary goal of the partnership → Is there someone in your office that is familiar with the partnership? If yes → Can I please have their name and may I speak with them?

If yes → (If they are not available at the moment, find out their contact phone #)

5. In working with this organization, for this particular project, does this group partner with any other organizations, other than BLM?

1. Yes

2. No → Skip to Q6

3. Don't know/Refused → Skip to Q6

5a-g. Now, I am going to read a list of types of organizations. To the best of your knowledge, does this organization partner with (Fill in organization name below) in order to fulfill the goals of this partnership? (Read list below – Note: this can include formal and informal partnerships)

Interviewer: Read each, select Yes or No.

If yes → Ask → [On a scale from 1 to 5 with 5 being the highest rating, in your opinion,] *lead-in*, repeat if necessary... how committed is the (fill in organization type) in working with BLM in achieving the goals of this partnership?

	Yes	No	DK N/A	Rating 1-5
5a. National organizations				
5b. State organizations				
5c. Local governments				
5d. Indian Tribal Governments				
5e. Educational Institutions				
5f. For-profit Organizations				
5g. Not-for-profit Organizations				

6. Now, I would like you to think in terms of how effective the partnership is. For this survey, effectiveness is referring to how successful and capable the partnership is in accomplishing tasks that work towards commonly identified goals.

On a scale from 1 to 5, with 5 being the highest rating and 1 being the lowest rating, how likely is the partnership to achieve stated goals within the designated time frame? _____

7. On a scale from 1 to 5 with 5 being the highest rating and 1 being the lowest rating, in your opinion, how committed is this organization to working with the BLM to achieve the goals of this partnership? _____

8. And on the same scale, in your opinion, how committed is the BLM to achieving the goals of this partnership? _____

9. On the same scale, how EFFECTIVE is this partnership in working towards stated goals?

If 4 or less → Go to 9a.& b.
If 5 → Go to Q9c.& d.
If DK or too early to tell → Skip to Q11
If mixed, ask 9a through 9d.

Ask Q's 9a.& 9b. → If recipient answers with 4 or less on the effectiveness rating scale (in Q9):

9a. [If "4 or less" in Q9] → In your opinion, what ONE skill would MOST improve the effectiveness of this partnership?

9b. [If "4 or less" in Q9] → In your opinion, what ONE resource would MOST improve the effectiveness of this partnership?

9c. [If "5" Q9] → In your opinion, what ONE skill has been MOST important in making this partnership effective?

9d. [If "5" Q9] → In your opinion, what ONE resource has been MOST important in making this partnership effective?

10. Are there any other items, other than the skill and resource that you named above, that would make this partnership more effective in achieving stated goals and objectives?

11. And, overall, on a scale from 1 to 5, with 1 being very dissatisfied and 5 being very satisfied, how satisfied are you with *THIS* partnership to date? _____

12. Do you have any other comments that you would like to add about *THIS* specific organization the BLM has partnered with?

GENERAL QUESTIONS – only asked 1 time of each BLM officer

Now I am going to ask you a few questions about partnerships in general.

1. Overall, how many partnerships are you currently assigned to? (Note: For each partnership, BLM officers are assigned within an Assistance Agreement) (*Int: if they are not sure of an exact #, Ask approximately...*)

2. Now I'd like to ask you some questions about skills needed in making all partnerships effective. As I read the following list of skills, please tell me how important each is for accomplishing the goals of partnerships.

2a. First, on a scale from 1 to 5 with 1 being not at all important and 5 being very important, how important is oral communication skills in helping partnering groups be effective in accomplishing partnership goals? _____

2b. What about written communication skills, how important is it in helping partnering groups be effective in accomplishing partnership goals? _____

	(1) Not at all Imp	(2)	(3)	(4)	(5) Very Imp	DK Ref	N/A
2c. What about problem solving skills?							
2d. And teamwork skills?							
2e. Grant writing skills?							
2e. Research skills?							
2f. Computer skills?							
2g. Administration skills?							
2i. Negotiation and dispute resolution skills?							
2j. Personnel management skills?							
2k. Budget and accounting skills?							
2l. Time management skills?							

3. Do you have any other comments that you would like to add about the BLM partnership programs IN GENERAL?

THESE ARE ALL OF THE QUESTIONS THAT I HAVE FOR YOU. THANK YOU VERY MUCH FOR PARTICIPATING IN THIS STUDY!
