

RESPONSIVE MANAGEMENT

RESPONSIVE MANAGEMENT is a nationally recognized public opinion and attitude survey research firm specializing in natural resource and outdoor recreation issues. Our mission is to help natural resource and outdoor recreation agencies and organizations better understand and work with their constituents, customers, and the public.

Utilizing our in-house, full-service, computer-assisted telephone and mail survey center with 65 professional interviewers, we have conducted more than 1,000 telephone surveys, mail surveys, personal interviews, and focus groups, as well as numerous marketing and communication plans, needs assessments, and program evaluations.

Clients include the federal natural resource and land management agencies, most state fish and wildlife agencies, state departments of natural resources, environmental protection agencies, state park agencies, tourism boards, most of the major conservation and sportsmen's organizations, and numerous private businesses.

Responsive Management also collects attitude and opinion data for many of the nation's top universities, including Auburn University, Colorado State University, Duke University, George Mason University, Penn State University, Michigan State University, North Carolina State University, Rutgers University, the University of California-Davis, the University of Florida, the University of Montana, the University of New Hampshire, the University of Southern California, Texas Tech University, Virginia Tech, West Virginia University, and others.

Among the wide range of projects we have completed during the past 15 years are studies on how

the general population values natural resources and outdoor recreation and their opinions on and attitudes toward an array of natural resource-related issues.

Responsive Management has conducted dozens of studies of hunters, anglers, wildlife viewers, boaters, landowners, park visitors, historic site visitors, hikers, birdwatchers, campers, and rock climbers. Responsive Management has conducted studies on endangered species, waterfowl and wetlands, and the reintroduction of large predators such as wolves, grizzly bears, and the Florida panther.

Responsive Management has conducted research on numerous natural resource ballot initiatives and referenda and helped agencies and organizations find alternative funding and increase their membership and donations. Responsive Management has conducted major organizational and programmatic needs assessments and helped natural resource agencies and organizations develop more effective programs based upon a solid foundation of fact.

Responsive Management conducts training workshops on the human dimensions of natural resources and presents numerous studies in presentations, workshops, and as keynote speakers at major natural resource and outdoor recreation conferences and meetings.

Responsive Management has conducted research on public attitudes toward natural resources and outdoor recreation in almost every state in the United States, as well as in Canada, Australia, the United Kingdom, France, Germany, and Japan. Responsive Management routinely conducts surveys in Spanish and has conducted surveys and focus groups in Chinese, Korean, Japanese and Vietnamese. Responsive Management has also

conducted numerous natural resource and outdoor recreation studies on specific target audiences, including Hispanics, African-Americans, Asians, women, children, senior citizens, urban, suburban and rural residents, large landowners, and farmers.

Responsive Management's research has been featured in most of the nation's major media including CNN, Crossfire, The Washington Post, The Washington Times, New York Times, Newsweek, The Wall Street Journal, and on the front page of USA Today.

RM conducts:

- Telephone surveys
- Mail surveys
- Personal interviews
- Park/Outdoor recreation intercepts
- World-Wide-Web-based surveys
- Focus groups
- Needs assessments
- Literature reviews
- Data collection for researchers and universities

RM develops:

- Marketing plans
- Communication plans
- Outreach plans
- Business plans
- Program evaluations
- Policy analysis
- Public Relations plans

Responsive Management

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Visit our Web site at:

www.responsivemanagement.com

Comments from Clients

"I want to take this opportunity to express my thanks for your outstanding work . . . This is a very fine report that has already proved helpful in discussions about funding and marketing issues with my staff and the Administration. I know that it will prove to be of similar value in upcoming discussions with external constituents and legislators.

"This is the third time, I believe, that my Department has contracted for your services, and I am pleased to have been personally involved in each survey. I continue to be impressed by your candid and thoughtful input, personalized approach to customer needs, and professional approach to survey design, implementation, and reporting. In sum, you do great work that results in a product with high outreach and advocacy value."

RONALD REGAN

Commissioner, Vermont Department of Fish and Wildlife

"Responsive Management provided extraordinary services to my research project, which involved a large-scale telephone survey about cultural diversity and attitudes toward marine animals in Los Angeles. This was a challenging project, involving a lengthy survey that needed to be translated into several languages, and required a complex sampling strategy. Mark provided invaluable guidance in refining my survey instrument, structuring the sampling design, and working out the survey's logistics. And his friendly, knowledgeable and professional staff worked closely with me before, during and after the survey was completed. I would recommend Responsive Management to anyone planning a survey or focus group about wildlife and wildlife management."

DR. JENNIFER WOLCH,

Professor,

University of Southern California

". . . In addition to an impeccable research record with numerous wildlife management agencies, including our own, Responsive Management has a history of thorough data collection and analysis, the ability to maintain a research schedule and budget, as well as the ability to consistently produce legally and statistically defensible research documents . . ."

Wyoming Game and Fish Department

"I would recommend Mark Duda to anyone wishing to assess public views. His style was interactive in the development of the instrument as well as during the assessment of the results. His knowledge

and experience nationwide were tremendously helpful in framing the questions on the survey, and provided a basis to further understand not only what our citizens thought about our performance and what our priorities should be, but how it compared on a national level. Mark provided a professional presentation to our Wildlife Commission, and answered their queries from a technical expertise concerning the survey and what it meant that would have been difficult to manage on our own. I have utilized his graphs which he provided in Microsoft Power Point to develop programs for training of employees and presentations to public groups. In the final analysis of his services I would say that when it becomes time to do another assessment, Mark will be the first one contacted to see if he can do the work. I'd hire him again."

JOHN BREDEHOFT

*Chief of Law Enforcement
Colorado Division of Wildlife*

"Many thanks go to Mark Damian Duda, Steven J. Bissell and the staff of Responsive Management. Their dedication, creativity and hard work were unflinching throughout the entire research process."

PAUL W. HANSEN

Executive Director, Izaak Walton League of America

"If there is anyone who can predict the future of our industry, he's it."

Florida Outdoor Writers Association

"I regard Mark Damian Duda as an exceptional blend of intelligence, resourcefulness and professional competence. His leadership of the Responsive Management program has been distinguished and innovative. Under his guidance, Responsive Management has been an outstanding source of information, ideas, and techniques helping to foster important and needed change."

STEVE KELLERT

Professor

Yale University

"Mark Damian Duda is one of the nation's foremost researchers on public attitudes toward the environment."

Associated Press

"I personally sincerely appreciated working with you and your very professional and talented staff. I thought it was going to be difficult managing a project that was half done, but your assistance and guidance helped me catch up right away. Thank you again for a sensational job. Please relay my personal best to everyone at Responsive Management."

HARDY PEARCE

*Biological Resource Division,
Department of Interior*

"The admonition to "Know Thyself" was never more true than when it is applied to business. And helping us define our Bowhunting Market and who we are has recently been masterfully done for us by Mark Damian Duda and the folks at Responsive Management. In my 34 years in the Archery Industry, I have never seen such a complete and understandable marketing research exercise than what they have just completed for us. Mark has long been recognized as the leader in definitive research when it comes to our outdoor field and he is a joy to work with, as are his entire staff. We can recommend Responsive Management in the highest possible terms."

DICK LATTIMER

President/CEO, The Archery Manufacturers & Merchants Organization (Retired)

"Aloha! Thank you very much for all the great work you did on the freshwater fishing marketing study. We never imagined that the results would be that positive. Your expertise in asking the focus group questions and writing the telephone surveys has given us a wealth of information. The opportunities provided for both the supporters of freshwater fishing and the environmentalists to work together are wonderful. Thank you also for coming to Hawaii to make the presentation to our group. We all agreed that this greatly assisted in our understanding.

LYNN P. MCCRORY

President,

Kauai Economic Development Board

"Thank you for your capable and professional work in completing the recent survey of Pennsylvania anglers and boaters. There is no doubt that the Commission received the best and most cost-effective survey product available. You and your staff did an outstanding job preparing and conducting the survey and presenting the results... In spite of the frequent requests for modifications during the survey development process, you were still able to complete the survey instrument, compile customer opinion and present results at the July commission meeting. We are extremely impressed with Responsive Management's capacity to meet tight deadlines!"

PETER A. COLANGELO

Pennsylvania Fish & Boat Commission

Why Responsive Management?

"His work demonstrates the highest standards of professionalism and the volume of work is truly prolific. Responsive Management has become one of the foremost and highly respected survey and research companies in the United States with respect to fisheries, wildlife, natural resources and outdoor recreation . . . The quality of work directed by Mark Damian Duda has become a benchmark of comparison for others doing similar work in the field . . ."

BRUCE LEMMERT

President, Virginia Wildlife Society

"On behalf of Ducks Unlimited, I wish to thank you and your team at Responsive Management for your outstanding work . . . You and your staff were pleasant, easy to work with, and very professional . . . The questions and analysis were right on target to address important issues in habitat conservation."

JAMES K. RINGELMAN

*Director of Conservation Programs,
Ducks Unlimited Inc.*

"On behalf of the entire staff at The Conservation Fund, I would like to extend my sincerest thanks to you and your wonderful team at Responsive Management for the work on our survey. Your professionalism and diligent work was truly outstanding. Your brilliant team's expertise shined through in every step of the survey process, delighting not only myself, but also our staff and in turn our partners."

"I personally sincerely appreciated working with you and your impressive staff. There were many late nights when I was thankful to be working with such a competent and hard-working team. My expectations were considerably surpassed. The meaningful work that you and your staff put in to the survey allowed for our July Real Estate Summit to be a great success. In addition, your presentation at the Summit allowed for all of our staff to properly understand the results and how we need to interpret our partners' needs in order to plan for the future of The Conservation Fund. Your candor, critical thoughts, and vast expertise have allowed for us to move forward on a firm foundation."

MEG MCCANTS

*Real Estate Department Manager,
The Conservation Fund*

"I am writing to extend my appreciation to you and your staff for the exemplary job you did with the development and production of Saving Lives and Preventing Boating-Related Accidents: An Assessment of State Recreational Boating Safety Needs . . . "I want to take this opportunity to thank you personally for your commitment, involvement and contribution to the National Association of State Boating Law Administrator's research agenda over the last few years. You have been a part of some of our most exciting and significant trend analysis and policy development to date."

ALVIN TAYLOR

*President, National Association of State
Boating Law Administrators*

"On behalf of the Freshwater Fisheries Division of the South Carolina Department of Natural Resources, I would like to thank Responsive Management for the outstanding job that they did on the recently completed survey of licensed anglers fishing in South Carolina. Under your innovative guidance, we were able to ascertain public opinion on many fishery management issues. Your competence in assisting our staff to develop the survey in the most cost-effective manner was extremely important in these times of restricted funding. I was especially pleased with your staff's ability to work with colloquial names of places and species during the survey. In past surveys with other firms, many errors in data analysis occurred due to lack of training of the interviewers. Our requests for additional cross-referencing of data were handled promptly."

"The product you provided fulfilled our needs, and will play a major role in taking our department into the twenty-first century. It provides the catalyst for the department to recognize and adapt to change to meet the needs of our constituents."

"I want to sincerely thank you and your staff for producing a most informative document. The professional quality of the work, coupled with the personal approach of your organization, made the project most enjoyable to facilitate. I can think of no one that I would rather have do future surveys than Responsive Management."

DAVID ALLEN

*Fisheries Biologist, South Carolina
Department of Natural Resources*

"His firm is recognized as the leading social science research firm in the nation that works in the natural resources arena."

DR. STEVE L. MCMULLIN

Associate Professor, Virginia Tech

"It is quite an understatement to say that I couldn't have done it without you all! From our very first conversations about survey design, timeline, budget, and data handling, you were attentive to my concerns as a graduate student and a newly initiated human dimensions researcher. Your professionalism and expertise made me feel quite confident about our partnership and about the quality of data. Furthermore, you included me in every aspect of the process and made me feel that my comments were valued . . ."

"A world of thanks."

SALINDA DALEY

*Graduate Student,
North Carolina State University*

"Shazam! You did it again! The survey report you generated for the Commission's Task Force on Outdoor Kansas is excellent. Even more impressive is the fact that you beat, by two days, the unreasonable deadline we gave you . . ."

ROB MANES

*former Assistant Secretary,
Kansas Department of Wildlife &
Parks (currently with the Wildlife
Management Institute)*

"Mark Damian Duda is one of the nation's most respected researchers on natural resource issues"

STEVE PENNAZ

*Executive Director,
North American Fisherman, North
American Outdoor Group, Inc.*

"I just wanted to get back to you to say thank you for the outstanding job you did on the recent opinion survey . . . You did an outstanding job at preparing and conducting the survey . . . As you heard from members of the Commission and audience, interest in the survey results are high, and will be an important piece of the puzzle when developing our new 5-10 year management plans for these species."

"Thanks again for the highly professional job."

JAMES J. DiSTEFANO

*Executive Director (Former), New
Hampshire Fish and Game
Department*

"I want to thank you for your efforts in assessing public knowledge, attitudes, and opinions regarding grizzly bear reintroduction to the Bitterroot Mountains of central Idaho. The professional rigor in the design, implementation and analysis of the random telephone survey was outstanding . . . We were quite pleased with every aspect of the job by Responsive Management."

JOHN WEAVER

*Team Leader Bitterroot Grizzly Bear
EIS, U.S. Fish and Wildlife Service*

Responsive Management Staff

Responsive Management consists of an Executive Director, a Director of Research, Statisticians, Survey Center Managers, Qualitative Research Associates, Quantitative Research Associates, and 65 professional interviewers who conduct surveys and research only on natural resource and outdoor recreation issues.

Mark Damian Duda is Executive Director of Responsive Management. He has directed more than 1,000 surveys and focus groups on natural resource and outdoor recreation issues. He is the author of four books, and his two monthly outdoor columns reach about 8 million readers. His research has been featured in numerous journals and magazines as well as in major media including CNN, *The New York Times*, *The Wall Street Journal*, and on the front page of *USA Today*.

Mark has been named Conservation Educator of the Year by both the Florida Wildlife Federation and National Wildlife Federation and was the recipient of the Conservation Achievement Award from the Western Association of Fish and Wildlife Agencies. He was named the Wildlife Professional of the Year for 2000 by the Virginia Wildlife Society. He received the Conservation Achievement Award in Communications from Ducks Unlimited in 2002. He also received an award from the Potomac Ducks Unlimited Chapter for his contributions as a researcher and writer. Mark holds a Master's degree from Yale University in natural resource policy and planning.

Peter E. De Michele, Ph.D., is Director of Research at Responsive Management. He holds a Bachelor's, Master's and Doctorate degree from the University of Virginia (B.A., 1990, M.Ed., 1995; Ph.D., 2000). He earned concentrations in the supporting areas of research methods and statistics during his graduate studies. Peter has published numerous articles, including peer-reviewed, quantitative research, and has co-authored a book on outdoor recreation psychology. Dr. De Michele is a former Modern Pentathlete who competed in the U.S. Olympic Festival.

Carol A. Zurawski is a Research Associate with Responsive Management. She holds a Bachelor's degree in biology from the University of Virginia and a Master's degree in environmental management from the Nicholas School of the Environment at Duke University. Prior

to her graduate work, Carol worked for the University of Virginia as a research assistant in plant ecology and as a teaching assistant in ornithology.

William W. Testerman is a Research Associate and the Survey Center Manager at Responsive Management. Bill has worked on more than 500 survey projects on natural resource and outdoor recreation issues at Responsive Management. His responsibilities include survey development and project supervision. Bill received his Bachelor's degree in biology from James Madison University.

Marty F. Jones is a Research Associate and Responsive Management's primary technical writer. Marty holds a Bachelor's degree in English from James Madison University and a Master's degree in geography from the University of Vermont. Marty has written dozens of reports and papers on natural resource management and outdoor recreation. Prior to joining Responsive Management, he worked as a technical writer for a major engineering firm and supervised a staff of writers and support personnel.

Alison J. Lanier is the Business Manager for Responsive Management. She performs all administrative duties; maintains all databases, accounts, and payroll; conducts business planning; and helps coordinate focus group projects. Alison received her Bachelor's degree in international business from James Madison University.

Joy Yoder is a Research Associate with Responsive Management and has written dozens of reports on public attitudes toward natural resource and outdoor recreation issues. Joy holds a Bachelor's degree from Bridgewater College of Virginia and a Master's degree from the University of Virginia.

Steven J. Bissell, Ph.D., is a Qualitative Research Analyst for Responsive Management. He has worked for more than 20 years in the natural resource field as a human dimension in natural resource researcher, Wildlife Conservation Officer, nongame and endangered species biologist, and land-use planner. Dr. Bissell received his Ph.D. from the University of Colorado.

Ping Wang, Ph.D., is a Quantitative Research Consultant for Responsive Management. His primary research expertise are in the areas of mathematical programming, applied statistics, and time-series forecasting. He has published articles in *Journal of Time Series Analysis*, *Journal of Direct Marketing*, *Socio-Economic Planning Sciences*, and other journals.

Dr. Wang received his Ph.D. in Management Science and Operations Management from the University of Georgia.

James B. Herrick, Ph.D., is a Quantitative Research Consultant to Responsive Management. He is the author of numerous peer-reviewed papers and book chapters concerning environmental issues. Dr. Herrick received his Ph.D. from Cornell University.

Interviewers

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