

# Appendices



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# Appendix A

## *Guiding Principles for the Friends/ U.S. Fish and Wildlife Relationship*

*What follows is the list of expectations for the relationship between FWS and Friends groups developed at the culmination of the 1997 meeting in Virginia. It was signed by everyone present as a statement of principles:*

We commit to abide by the following expectations that we hold for one another in the Friends-FWS relationship.

### *Expectations that the Friends hold for themselves in the relationship:*

- That we will consistently and regularly communicate honestly and strongly.
- That we will work to protect the natural resource.
- That we will respect the concerns that the USFWS has regarding the relationship, i.e., that we will have reasonable expectations of them and what they can do.
- That we will be committed to the refuge mission, which means that we must know what the mission is and so we will educate ourselves.
- That we will be fully committed to keeping up our end of the partnership.
- That we will not undercut agency and refuge management, that the “dirty linens” will not be aired in public.
- That we will buy into a shared vision, that means a vision that both sides work to create.
- That we will help the Service personnel to be and feel productive.

### *Expectations that the Friends hold for the FWS relationship:*

- “That they will put their money where their mouths are.” You talk the talk, can you walk the walk? Commit to training, to mentoring and to providing the resources that are needed. That the FWS will commit to doing what needs to be done to help make the Friends group effort succeed: it is not just the money.
- That they are making a long-term commitment to this effort, that the non-profit organizations are here to stay. That the commitment is consistent among refuge managers (both serially over time and at each refuge and across all refuges) and throughout the USFWS.

- That they will have a true sense of partnership, wherein there will be a “no surprises” philosophy and a full sharing of information in both directions.
- That the Friends efforts will have the support of the whole USFWS, and especially including the managers. The managers are critical but it needs to permeate the whole agency.
- That they will trust and respect us.
- That they will work to protect the natural resource.

*Expectations that the FWS hold for themselves in the relationship:*

- View the Friends groups as a long-term, personal friendship. This implies dealing with them honestly, trusting and respecting them, appreciating them, being patient with them, not being negative about them, and using the full set of talents.
- We will work to sell it to our peers and to the troops. We will work to infuse support for Friends throughout the agency.
- Providing consistent follow-through and active support of Friends groups from the Washington office, the regional offices, and the field.
- We understand what it takes to have a Friends group and then make the commitment.
- That we will help you help us. We will teach you about the government systems to make your job easier. We will give you the information that you need to do your job and to give you the information before you read it in the media.
- That we will help the Friends to be and feel productive.

*Expectations that the FWS hold for the Friends in the relationship:*

- To protect the resource.
- To be independent advocates. That they will learn how to influence governmental systems. That they will be advocates for the good of the system at the local and national level. That they might help to raise funds to benefit the refugees.
- That they will respect and trust the Service employees.
- That they will understand and respect the operational pressures and boundaries that affect the Service (Give the Service the room they need to make management decisions.)
- To provide a positive community influence. Be our doorway to the public.
- To assist in accomplishing refuge projects. The Service’s resources are limited and sometimes we need you to help us to finish a project.