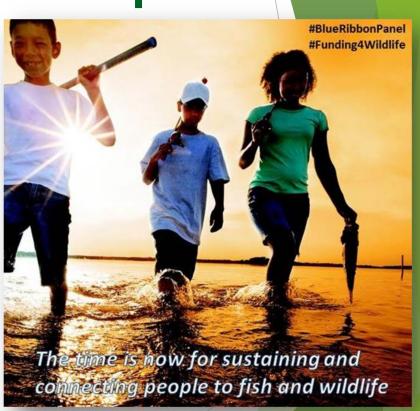
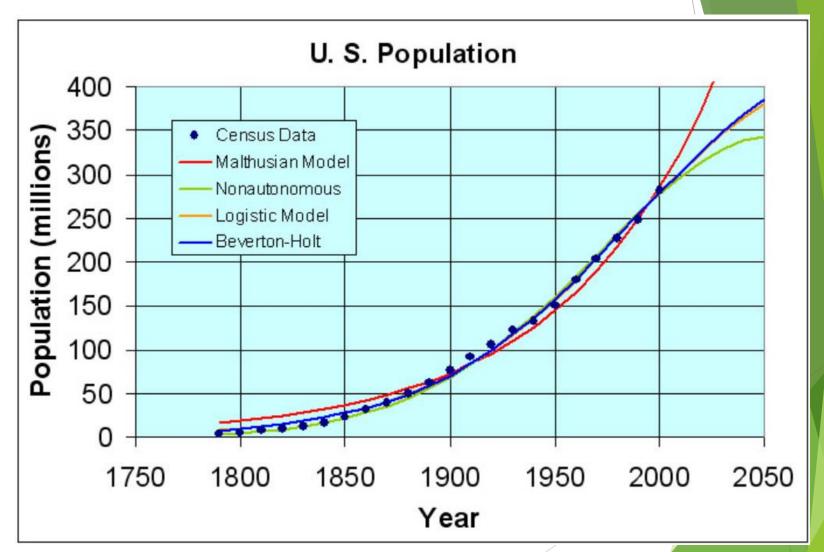
Fish and Wildlife Relevancy Roadmap

Enhanced conservation through broader engagement



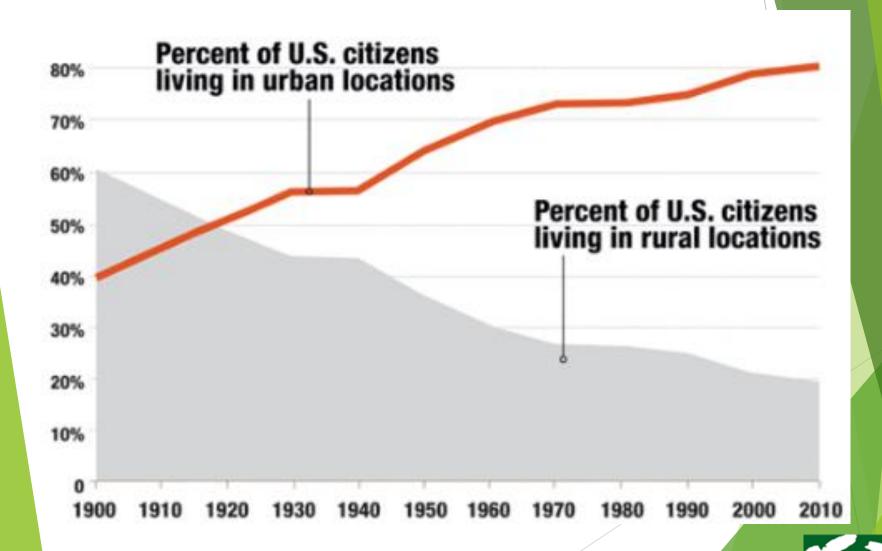


US Population Growth



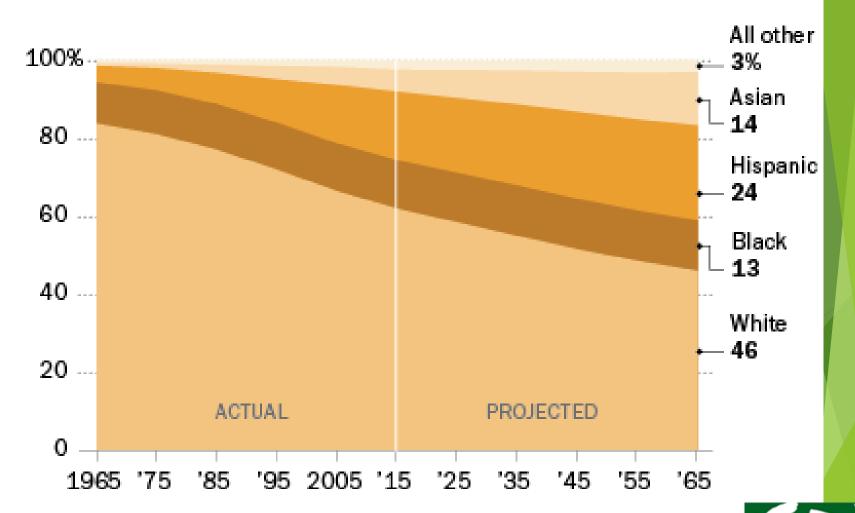


Urbanization

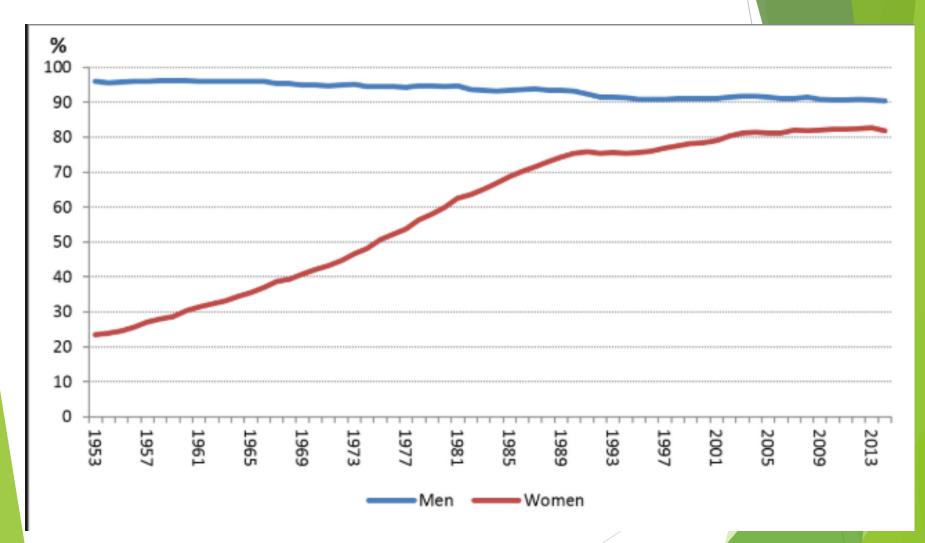


Ethnic Diversity

% of the total population



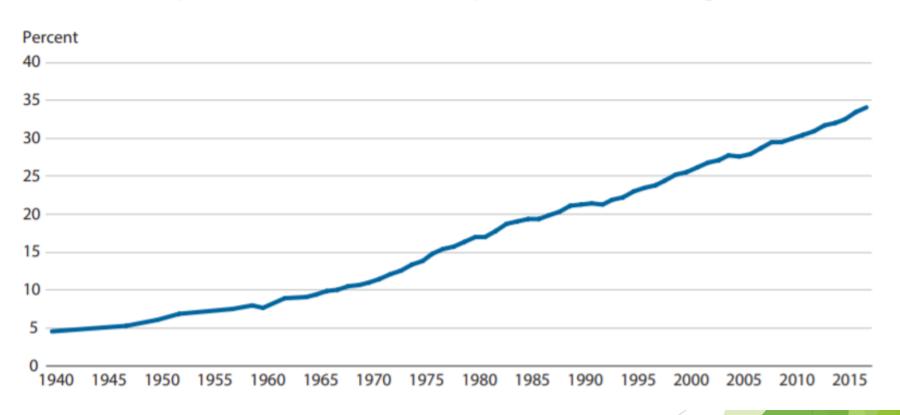
Woman in Workforce





College Education

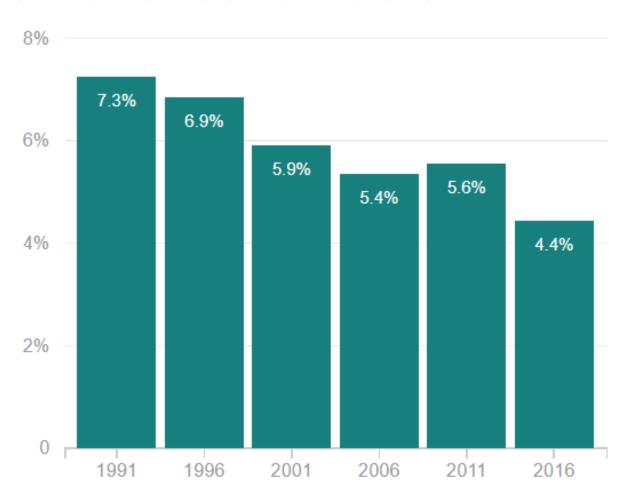
Share of U.S. Population (25 Years+) That Completed 4+ Years of College, 1940-2017





Hunting Participation

SHARE OF ADULT POPULATION WHO HUNTS





Wildlife
Values in
the US
(Manfredo
et al.
2018)

Traditionalist - wildlife should be used and managed for the benefit of people

Mutualist - see wildlife as part of their extended social network

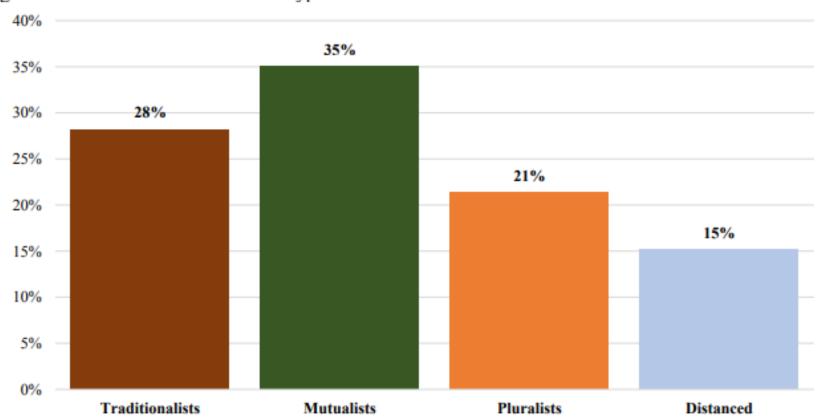
Pluralist - exhibit values of both traditionalists and mutualists

Distanced - exhibit low levels of thought about or interest in wildlife



Wildlife Value Orientations

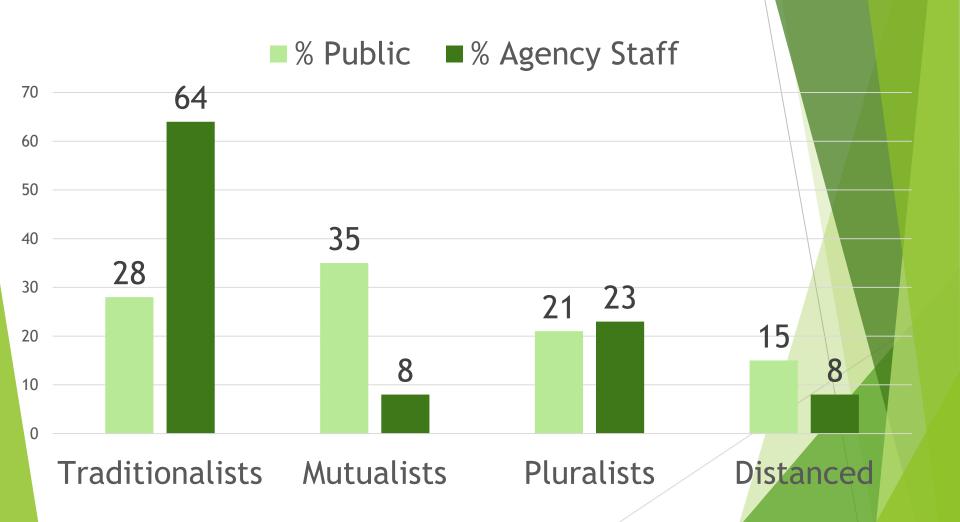
Figure 2: Wildlife value orientation types across the United States



For more information on methods for creating this typology, see Teel and Manfredo (2009).



Wildlife Value Orientations



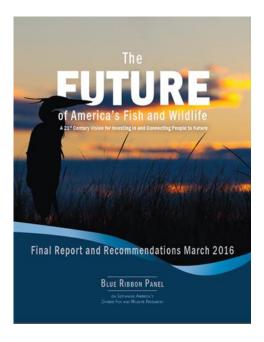






Blue Ribbon Panel

on Sustaining America's Diverse Fish and Wildlife Resource



RECOMMENDATION 2

The Blue Ribbon Panel will examine the impact of societal changes on the relevancy of fish and wildlife conservation and make recommendations on how programs and agencies can transform to engage and serve broader constituencies.

Blue Ribbon Panel (BRP)

Relevancy Road Map

Development Process Diagram

BRP Relevancy WG

Co-chairs

Steve Williams **Tony Wasley**

Coordinating Team

Ann Forstchen, Elsa Haubold, Mark Humpert, Jen Newmark, Jason Sumners, Chris Smith, Matt Dunfee

Recommendations

AFWA Annual Meeting Sept 2019

Director Regional Association Liaisons

Paul Johansen, Gordon Myers, Eric Sutton, Sara Pauley, Travis Ripley, Tony Wasley

& Regional Assoc. Secretaries

Agency Capacity Strategy Team

Ann Forstchen

Kyle Briggs Dave Chanda Jimmy Fox Justin Gude Tisma Juett Pat Lederle Daren Reidle Jon Sjoberg Melanie Steinkamp

Jenifer Wisnewski

Matt Besko

Agency Culture Strategy Team

Jen Newmark

Josh Avey **Peter Bangs Dale Caveny** Tovar Cerulli Karie Decker Mike Denson Dan Kennedy Maria Palamar **Natalie Sexton**

Constituent Capacity Strategy Team

Jason Sumners

David Buggs Gisela Chapa **Cheryl Charles** Patt Dorsey Elsa Gallagher Micah Holmes Karl Malcolm Andrew McKean

Constituent Culture Strategy Team

Elsa Haubold

Kris Barnes Ali Duval Jerrie Lindsey **Rob Manes** Amanda Mariani Priya Nanjappa Davia Palmeri Jarrett Pfimmer Dan Pierese Jeff Raasch

Political Constraints Strategy Team

Mark Humpert

Jimmy Bullock **Heather Davis** Becky Gwynn Jerry Holden Sara Leonard **Kelley Myers** Jennifer Neuhaus Keith Norris Jennifer Quan **Greg Wathen**

GOAL of the Fish and Wildlife Relevancy Roadmap

"Enhanced Conservation
Through Broader Engagement"







Key Barrier Categories

Agency Capacity

 e.g. Lack of agency expertise (i.e., social science, marketing) to understand and serve the needs of broader constituencies

Agency Culture

e.g. Fear of loss of identity, control, power and political support for the agency

Constituent Capacity

e.g. Lack of understanding of the health benefits of spending time in nature

Constituent Culture

e.g. A lack of understanding of how cultural differences affect participation in outdoor recreation

Political & Legal Constraints

Lack of executive and legislative support to become more relevant



Theory of Change

Barrier Barrier Strategy Steps Tactics Results Chain Strategy Intermediate Results **Tactics** Short-term Outcome Long-term Outcome

Relevancy Roadmap



Fish and Wildlife Relevancy Roadmap (v1.0)

Enhanced Conservation Through Broader Engagement



A practical guide to help fish and wildlife agencies engage and serve broader constituencies



A recommendation of the Blue Ribbon Panel on Sustaining America's Diverse Fish and Wildlife Resources September 2019



Roadmap Contents

- Dedication, Co-chair Message, Foreword, Executive Summary
- Introduction
- Development Process & Next Steps for Roadmap
- How to use the Roadmap & Evaluation
- Barriers-Strategies-Tactics
 - Agency Culture
 - Agency Capacity
 - Constituent Culture
 - Constituent Capacity
 - Political and Legal Constraint
- Appendices



Overarching Themes:

- Agency leadership and governing bodies must
 - recognize the need for conservation agencies to adapt and must demonstrate support
 - Demonstrate commitment to being more inclusive of diverse perspectives and interests
- Agencies need to increase acquisition and application of social science information to identify, better understand, engage and serve broader constituencies.
- Agencies need to commit to assessing, evaluating, and improving agency structures and processes and share lessons learned (be adaptive!)
- Agencies need to commit to increased and improved partnering and collaboration

AFWA Resolution

Fish and Wildlife Relevancy Roadmap

THEREFORE BE IT RESOLVED, that the Association of Fish and Wildlife Agencies adopts and supports the implementation of the Fish and Wildlife Relevancy Roadmap, recognizing that each wildlife agency may implement it in a manner and within a timeframe that meets its needs, interests and capacities.

Adopted September 25, 2019

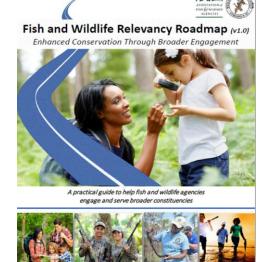
St. Paul, Minnesota



How to use the Roadmap

- Review the 19 barriers in Figure 2.
- Determine which one(s) your agency wants to address
- ► Turn to that barrier's section in the roadmap, establish metrics to measure progress then implement the tactics for each step.
- Share your successes and learning!





Agency Culture

Barrier

Strategy

Agency culture and values do not align with nature-based values and outdoor interests of broader constituencies

Commit to recruit and retain diverse values and perspectives within the agency workforce

Agency Culture Barrier: Agency culture and values do not align with nature-based values and outdoor interests of broader constituencies.

Strategy: Commit to recruit and retain diverse values and perspectives within the agency workforce.

Step 1: Leadership demonstrates support for a diverse and inclusive workforce.

Tactic: Create policies and working environments that encourage and support diversity and inclusion.

Step 2: Change hiring practices to attract and recruit more diverse staff at all levels.

Tactic: Adopt policies & procedures that ensure diverse selection committees.

Step 3: Create an environment that is inclusive and supports diverse opinions and voices in decisionmaking at all levels.

Tactic: Adopt policies and practices that value and support the needs of all staff.

Recruitment

Retention

Diversity & Inclusion

Texas Parks and Wildlife Department 2017-2022 Strategic Plan

Education & Outreach





Constituent Culture Barrier 1: Perception by broader constituencies that fish and wildlife agency only cares about and serves hunters and anglers.

Strategy: Demonstrate the agency recognizes, represents, values, and respects broader constituencies.

STEP 1: Identify all constituencies and decide which to engage.

Tactic: Engage experts in identifying constituencies and decide which to engage.

STEP 2: Assess what is and is not being done by the agency that reinforces perceptions of constituencies.

Tactic: Use social science, marketing, and communications experts to assess perceptions about the agency.

STEP 3: Partner with constituencies to establish and implement strategies that result in fostering relationships.....

Tactic: Develop and implement a comms strategy to change perceptions about who the agency serves.

Example list of Constituents

- Hispanics
- Polynesians
- Other minority populations
- Legislature/Congressional delegation
- Urban planners
- Urban county officials
- State agencies
- Other agencies

- Mutualists
- Traditionalists
- Outdoor recreationists
- Youth/School Districts
- Influencers
- Industry and business partners
- Parents/Grandparents
- Retirees
- NGOs



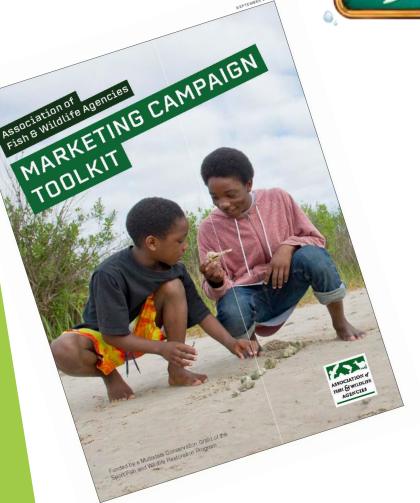
Implementation Pathways







TAKEMEFISHING.org





Diversity Joint Venture







Efforts underway

Multi-state cons. grants

WMI – pilot

CSU – scenario planning

Design Thinking – Harvard Visiting Scholar

Diversity
Joint
Venture

How to Connect?

USFWS Urban Wildlife

1

NABCI & NWF Toolkits

State Efforts -FL, MO, NV, MA, PA, TX, VA, WA National Association of Conservation Law Enforcement Chiefs Leadership Academy



How YOU Can Help

- Need States for Pilot Testing
- Share Success Stories, Tools and Challenges
- Champion in your agencies and with your networks
- ► Help Communicating...
 - ...not prescriptive (just a tool)
 - ...will build on successes of SFWAs
 - ...not abandoning our CORE constituents





Our future and the Roadmap:



Supplemental Slides

Agency Culture

Agency culture and values do not align with nature-based values and outdoor interests of broader constituencies.

Agency is not adaptive to the changing naturebased values and outdoor interests of broader constituencies.

Agency has a competitive and siloed culture that inhibits collaboration.

Agency Capacity

Agency lacks sufficient and diverse funding to provide programs and services to broader constituencies.

Agency lacks capacity to identify, understand, engage with, and serve the needs of broader constituencies.

Agency lacks capacity to develop and implement plans that engage and serve broader constituencies.

Agency lacks capacity to create and sustain effective partnerships to serve broader constituencies.

Agency lacks expertise and knowledge to provide outdoor recreational experiences that serve broader constituencies.

Constituent Culture

Perception by broader constituencies that fish and wildlife agency only cares about and serves hunters and anglers.

Constituents may have fears, concerns, or beliefs that prevent them from engaging with nature.

Constituents may not recognize the threats facing fish and wildlife, their habitats, and humans, or how to engage to address the threats.

Some constituents are resistant to an agency engaging and serving broader constituencies.

Constituent Capacity

Broader constituencies' outdoor recreation pursuits are limited by real and perceived barriers such as economics, cultural norms, nature-based values, outdoor interest and access limitations.

Broader constituencies do not value the benefits nature provides.

Political & Legal Constraints

Agency decisionmaking processes are used and influenced by a limited number of constituencies.

Lack of higher-level executive support for agency engagement with broader constituencies.

Agency governing bodies may not represent the naturebased values and outdoor interests of broader constituencies.

Lack of legislative support to engage and serve broader constituencies.

Policies, practices, legal authorities, and funding restrictions limit an agency's ability to serve broader constituencies.

Agency Culture

Agency Culture Barrier: Agency culture and values do not align with nature-based values and outdoor interests of broader constituencies.

Strategy: Commit to recruit and retain diverse values and perspectives within the agency workforce.

STEP 1: Leadership demonstrates support for a diverse and inclusive workforce.

Tactic: Create policies and working environments that encourage and support diversity and inclusion.

Tactic: Reward staff for participating in events and outreach efforts that improve diversity in the workplace.

Tactic: Create programs that encourage underrepresented groups to become wildlife professionals. STEP 2: Change hiring practices to attract and recruit more diverse staff at all levels.

Tactic: Adopt policies and procedures that ensure diverse selection committees.

Tactic: Adopt policies and procedures to ensure job recruitments are distributed broadly and are not perceived as preferentially targeting narrow categories.

Tactic: Use best management practices to reduce bias in hiring practices. STEP 3: Create an environment that is inclusive and supports diverse opinions and voices in decision-making at all levels.

Tactic: Adopt policies and practices that value and support the needs of all staff.

Tactic: Encourage and support staff expressing diverse opinions and solving problems creatively and inclusively.

Tactic: Measure staff satisfaction and adapt policies and practices accordingly.



Agency Capacity

Agency Capacity Barrier 2: Agency lacks capacity (expertise, staffing, resources) to identify, understand, engage with, and serve the needs of broader constituencies.

Strategy (continued): Identify ways to increase the expertise, staffing and resources that will support activities to engage and serve broader constituencies.

STEP 4: Assess the expertise needed to develop programs and practices that engage and serve broader cultures and constituencies.

Tactic: Identify the expertise needed to develop effective programs.

Tactic: Assess staff social science expertise.

Tactic: Determine staff willingness to engage and serve broader constituencies. STEP 5: Develop programs and practices that engage and serve broader cultures and constituencies.

Tactic: Create a strategic, comprehensive plan to engage and serve all current and future constituents.

Tactic Use social science information to identify currently unknown, underserved or unengaged constituent groups.

Tactic: Identify constituent interests.

Tactic: Develop programs and services for broader constituencies. STEP 6: Implement programs and practices that serve broader cultures and constituencies.

Tactic: Market programs and services to broader constituencies.

Tactic: Provide programs and services to broader constituencies.

Tactic: Evaluate offered programs and services.

Tactic: Partner with others that offer programs and services to broader constituencies.

Tactic: Address conservation challenges that are important to broader constituencies.



Constituent Culture

Constituent Culture Barrier 1: Perception by broader constituencies that fish and wildlife agency only cares about and serves hunters and anglers.

Strategy: Demonstrate the agency recognizes, represents, values, and respects broader constituencies.

STEP 1: Identify the full suite of constituencies who may be served by and engaged with the agency and decide which to engage.

Tactic: Use existing information or engage social science experts in the identification of key served and underserved constituencies and decide which to engage. STEP 2: Assess what is and is not being done by the agency that reinforces perceptions of broader constituencies.

Tactic: Use social science, marketing, and communications experts to assess constituent perceptions about the agency.

Tactis: Evaluate agency practices, employee behaviors, and communications to identify if messaging style, content, channels, etc., reinforce perceptions.

Tactic: Evaluate agency staff and constituents' values and biases and provide safe forums for staff discussions.

Tactic: Identify what experiences constituents want and determine how the agency can provide those experiences or services. STEP 3: Partner with identified constituencies to establish and implement strategies that result in fostering relationships, trustbuilding, and engagement.

Tactic: Develop and implement a communications strategy with messaging to change perceptions about who the agency serves.

Tactic: Invest in new, and support current, programs that provide experiences and services that broad constituencies want.

Tactic: Recruit and train new employees whose wildlife value orientations and outdoor interests more closely resemble broader constituencies.

Tactic: Seek expertise or provide training in social science, strategic thinking, communications, outreach, aducation, and marksting to agency staff to improve engagement and service with broader constituencies.

Tactic: Support and reward employees for regularly engaging broader constituencies.

Tactic: Participate in organized approaches to connecting with target communities.



Constituent Capacity

Constituent Capacity Barrier 2: Broader constituencies do not value the benefits nature provides.

Strategy 1: Work with partners to provide opportunities to broaden the spectrum of constituencies who understand the ways in which nature improves their quality of life.

STEP 1: Research and define how specific outdoor activities improves quality of life, including economic benefits.

Tactic: Conduct a comprehensive review of existing evidence of how nature improves quality of life.

Tactic: Identify naturebased values of constituents and how they impact engagement with nature.

Tactic. Use social science to understand how broader constituencies are currently engaging with the outdoors and nature. STEP 2: Work with partners and their networks to communicate with target audiences regarding how engaging in outdoor activities improves quality of life.

Tactic: Use social science to identify and define constituency groups.

Tactic: Max proximity and access of outdoor activities to proximity of key broader constituencies.

Tactic: Identify partners and avenues to effectively communicate to target constituencies (e.g., industries, community leaders, and influencers). STEP 3: Work with partners to develop effective audience-specific communications strategies.

Tactic: Support or develop expertise and capacity in social science, communication, outreach, education, and marketing within the agency.

Tactic: Engage social scientists in developing, testing, and evaluating messages before implementing constituentspecific communications campaigns.

Tactic: Use focus groups for targeted audiences to inform the communications strategy.

Tactic: Identify existing, or develop new, communities of practice that are already developing audience-specific messages and programs.



Political & Legal Constraints

Political and Legal Constraints Barrier 1: Agency decision-making processes are used and influenced by a limited number of constituencies.

Strategy: Modify decision-making processes at all levels to be inclusive, transparent, and collaborative.

STEP 1: Identify current decisionmaking processes and where and when constituencies are engaged in that process.

Tactic: Assess how constituencies currently engage in legal and planning decisionmaking processes.

Tactic: Identify key constituencies and describe how they currently, or can potentially, engage in decision-making processes. STEP 2: Formally assess if, how, and why constituencies engage in the decision-making process.

Tactic: Assess motivations and barriers to constituent participation in decisionmaking processes.

Tactic: Determine desired level of constituency participation in decisionmaking process.

Tactic: Join or establish a community of practice for constituency engagement. STEP 3: Identify opportunities to increase constituency involvement in the decision-making process.

Tactic: Develop a plan to improve outreach to nonparticipating constituencies.

Tactic: Identify organizations that can help reach nonparticipating constituencies.

Tactic: Identify and evaluate potential changes to legal and planning processes.

