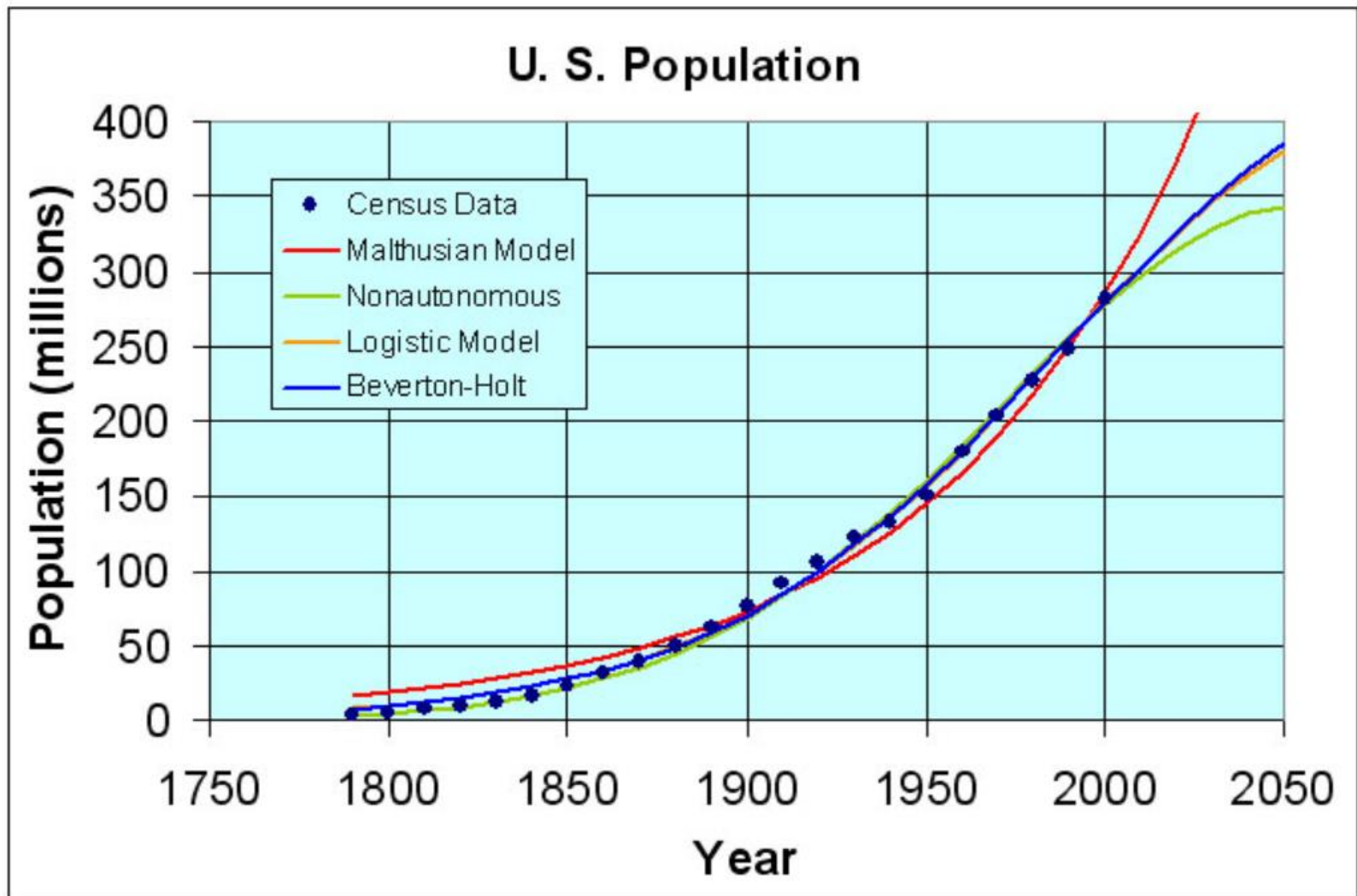


Fish and Wildlife Relevancy Roadmap

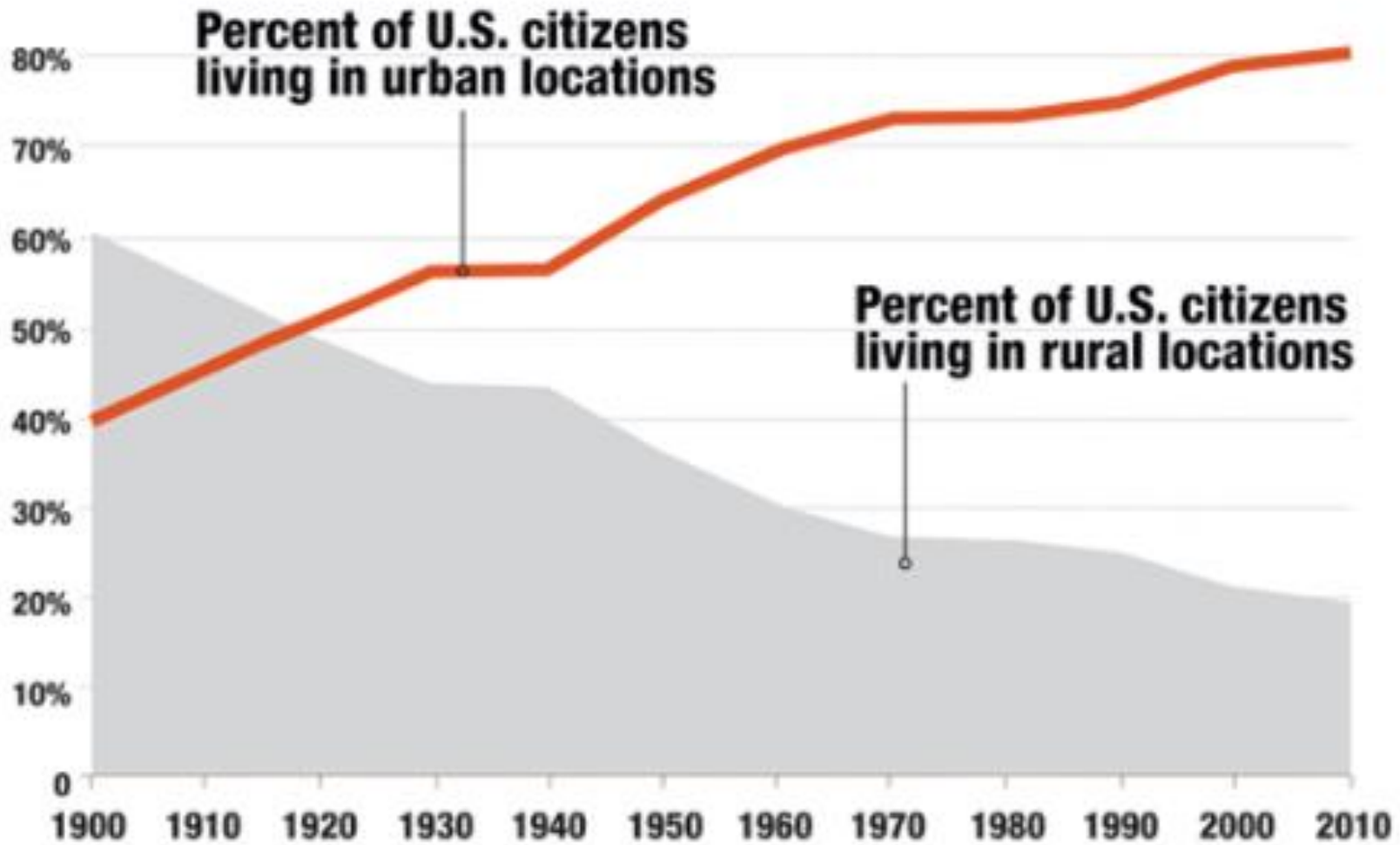
*Enhanced conservation
through broader engagement*



US Population Growth

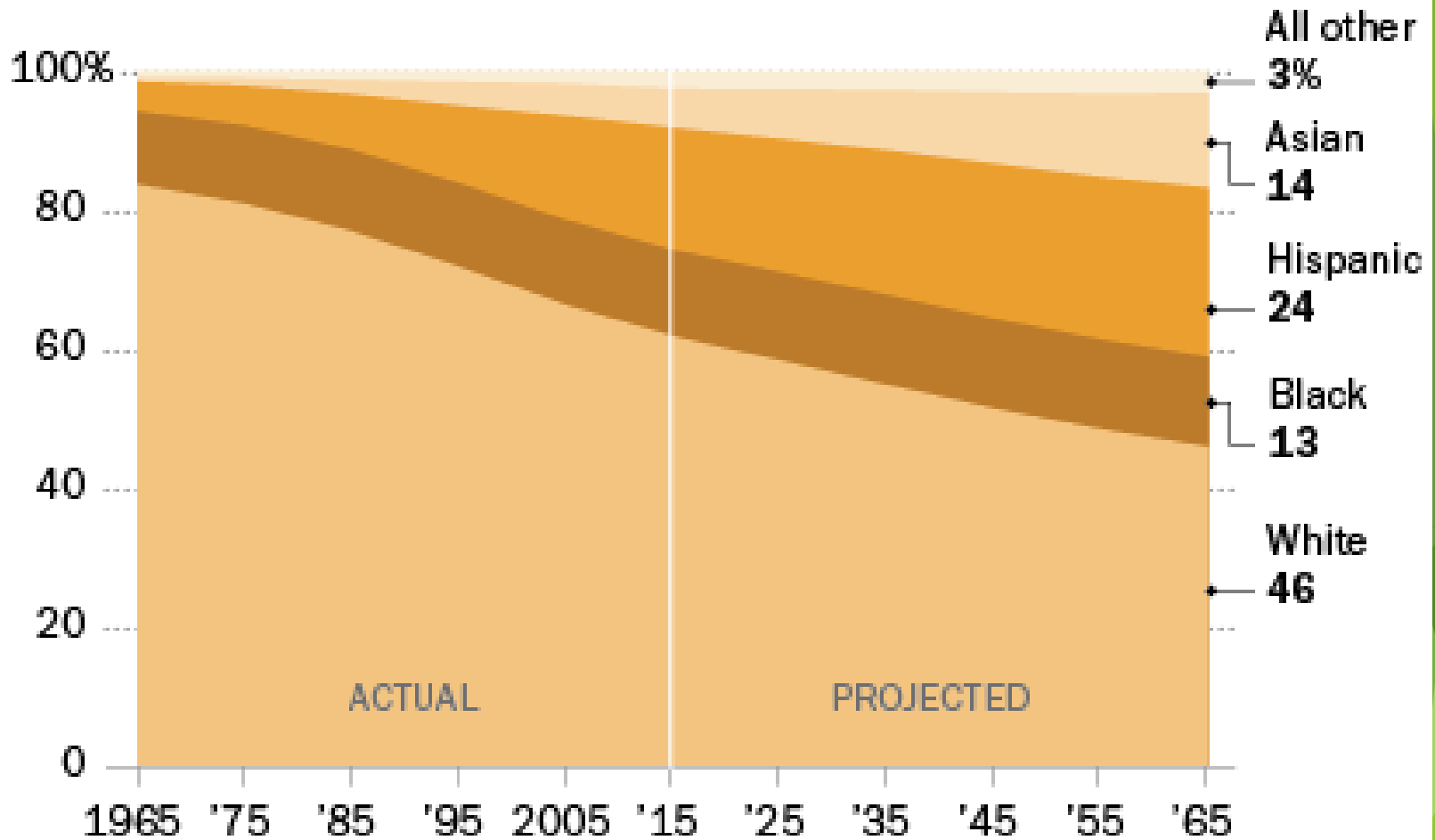


Urbanization

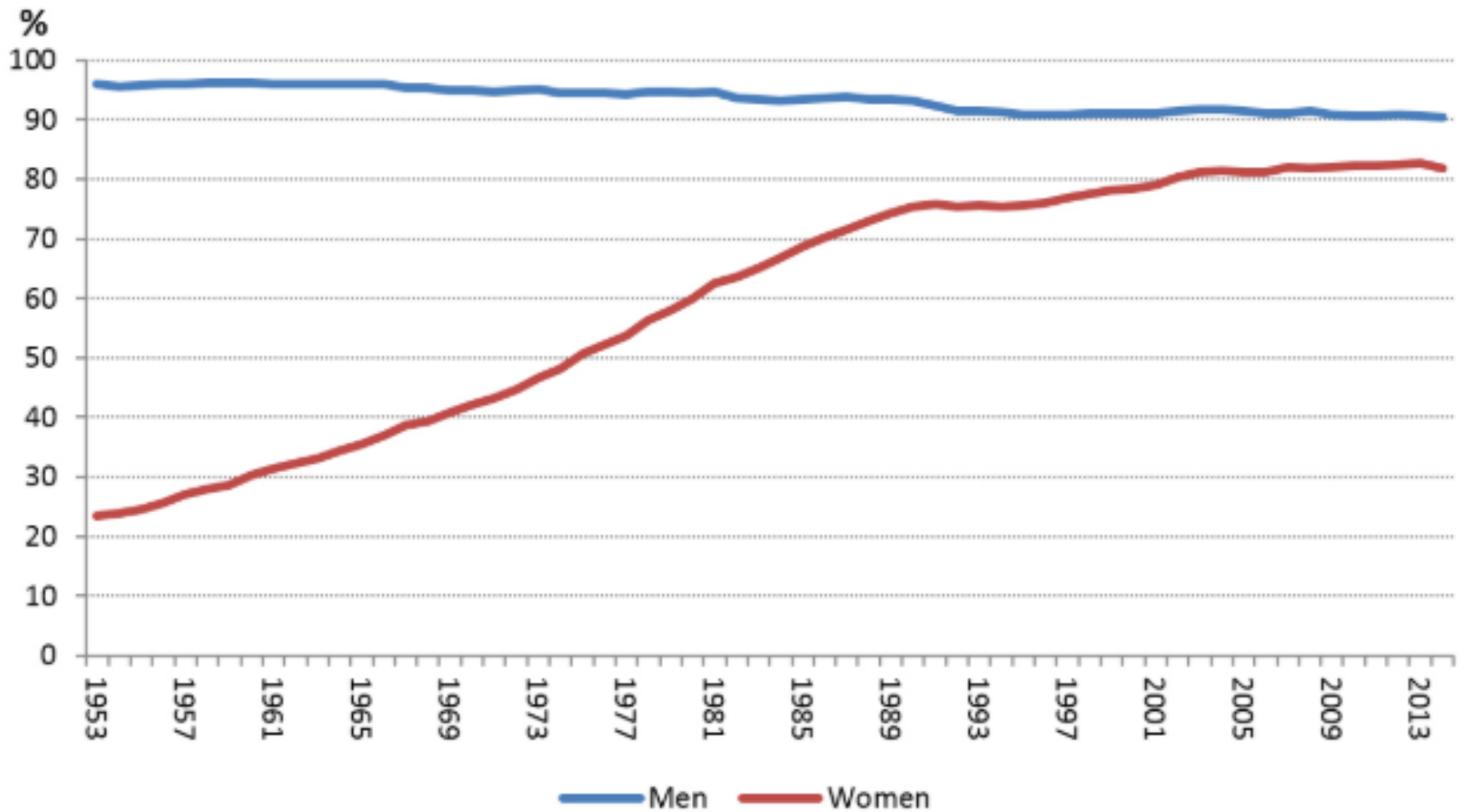


Ethnic Diversity

% of the total population

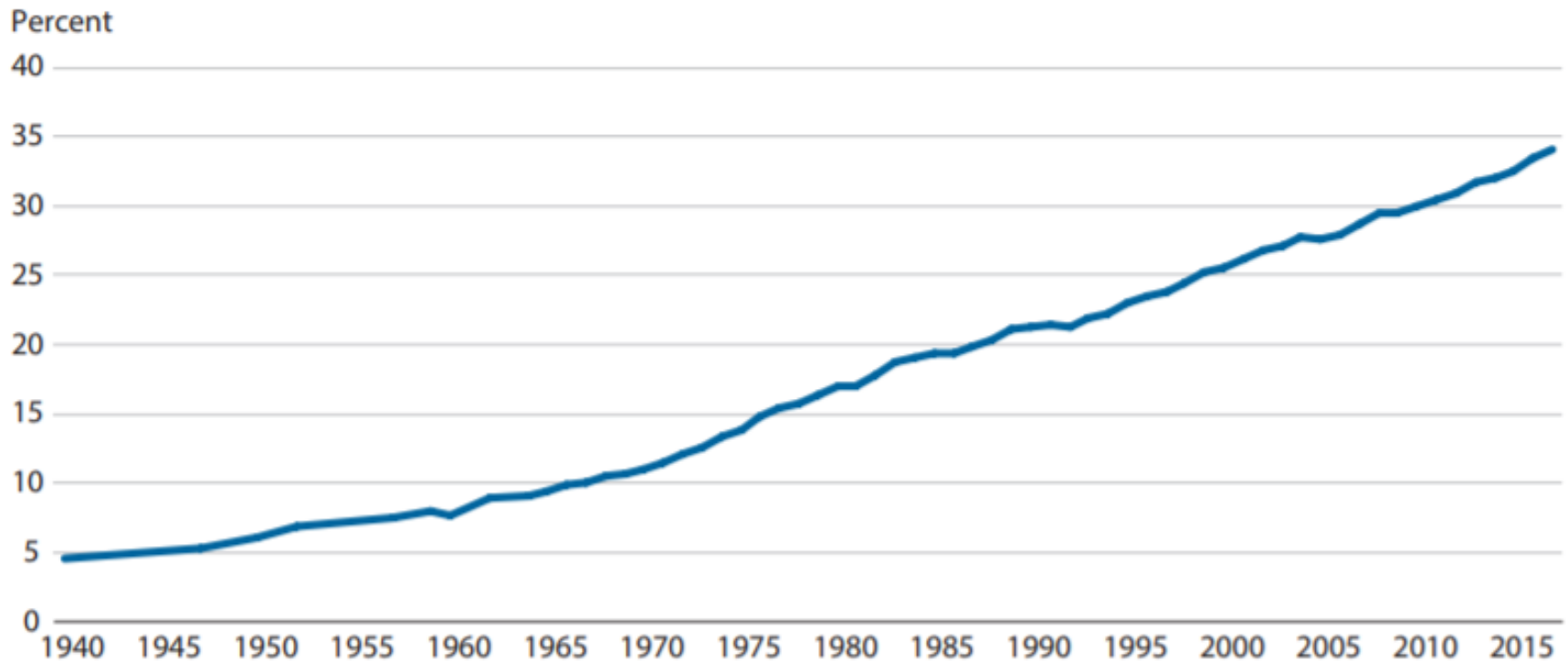


Woman in Workforce



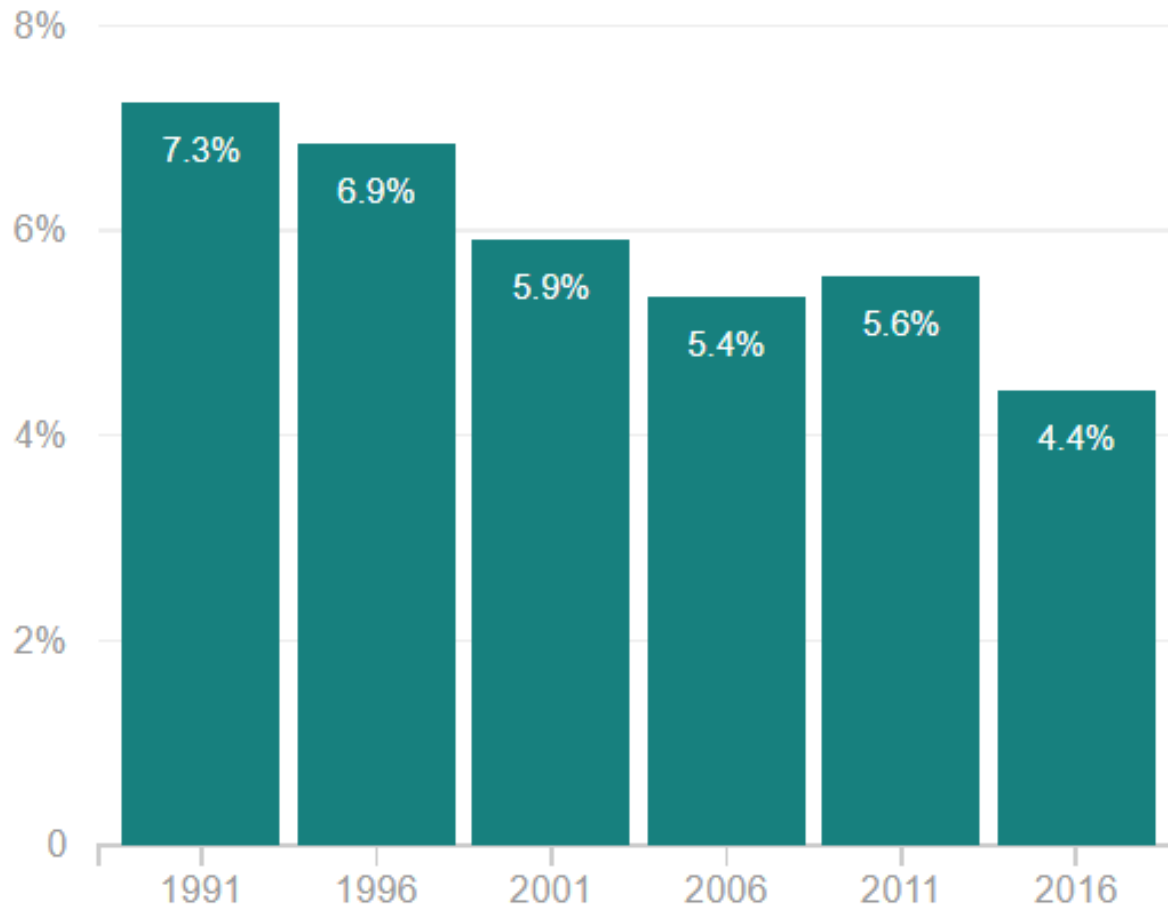
College Education

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

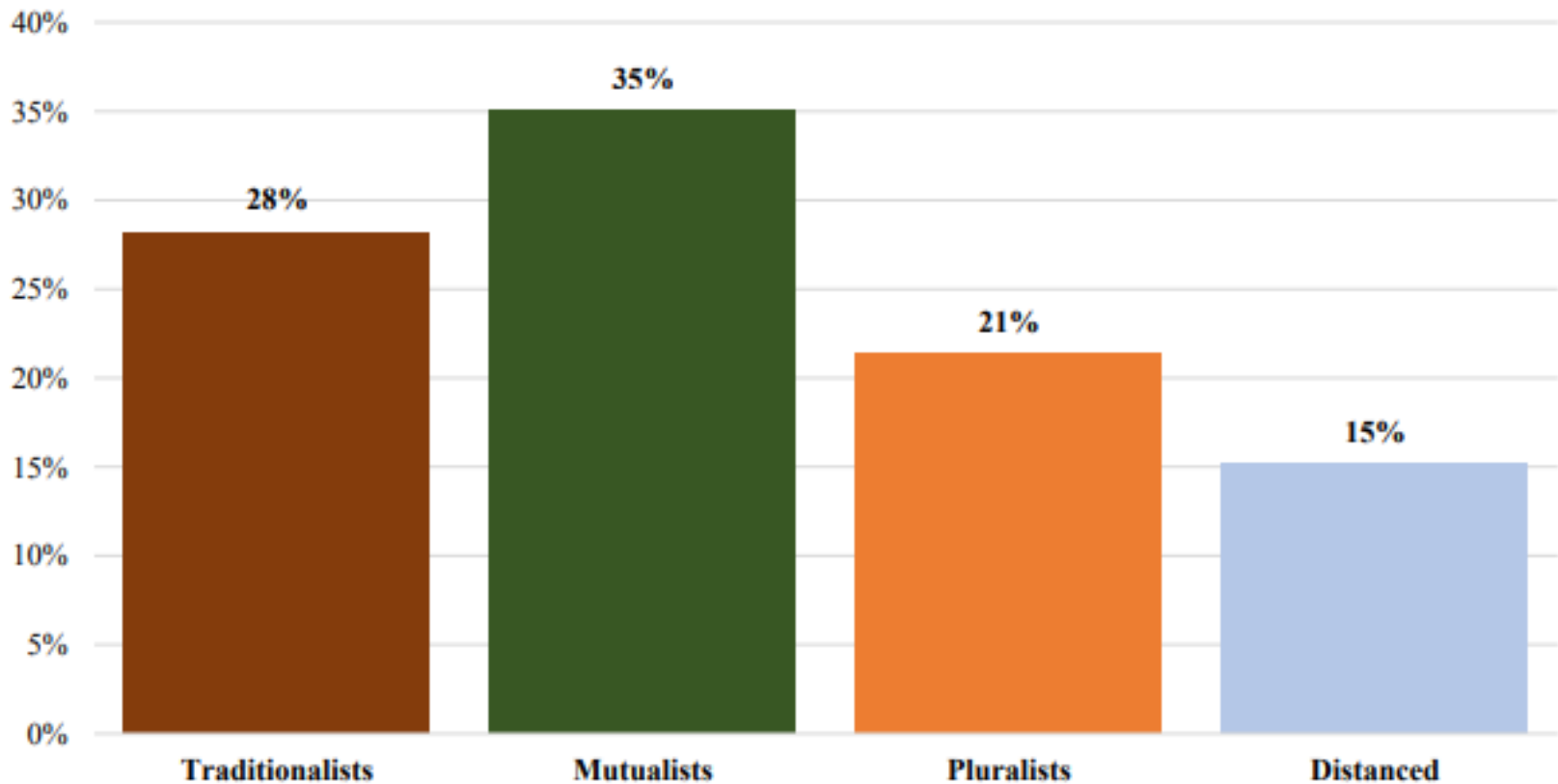
Pluralist - exhibit values of both traditionalists and mutualists

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



Wildlife Value Orientations

Figure 2: Wildlife value orientation types across the United States

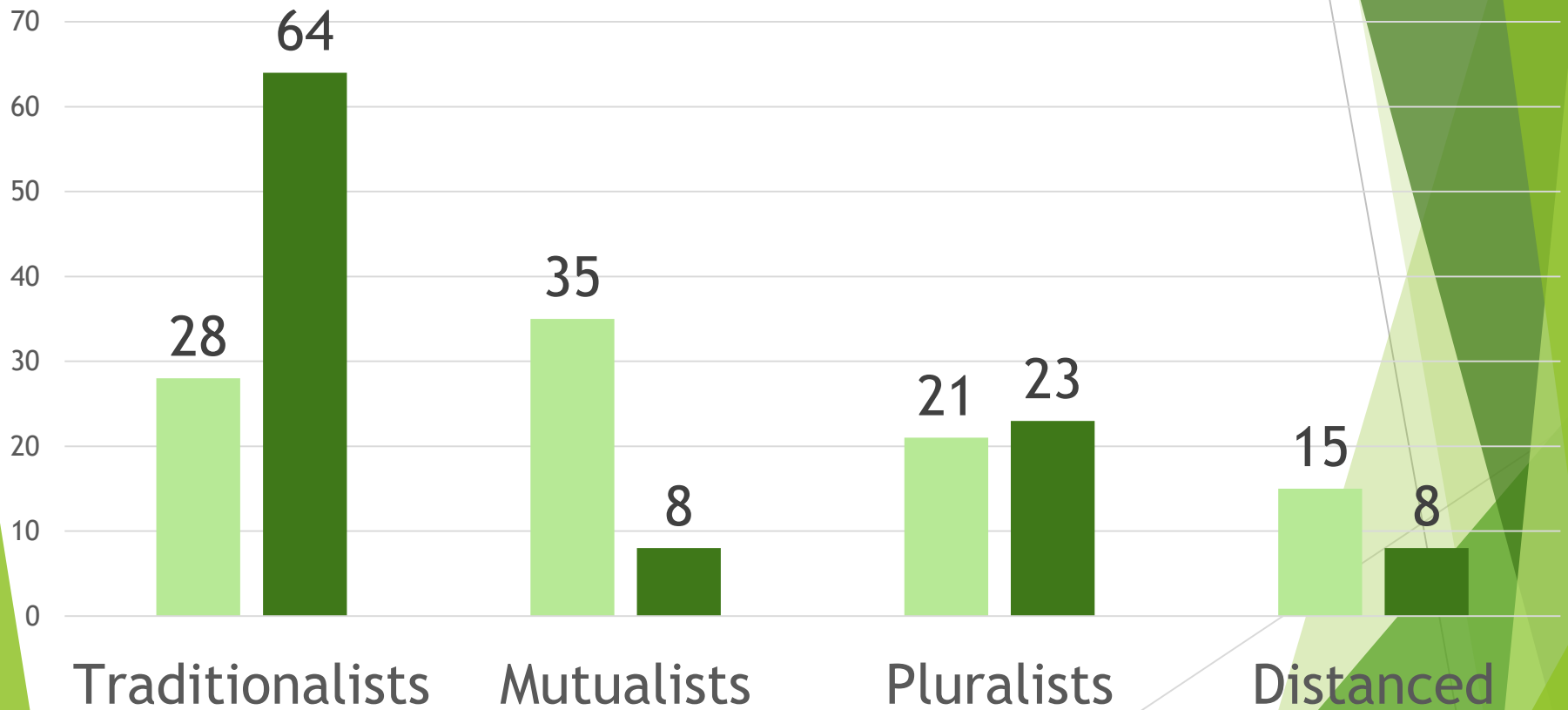


For more information on methods for creating this typology, see Teel and Manfredi (2009).



Wildlife Value Orientations

■ % Public ■ % Agency Staff



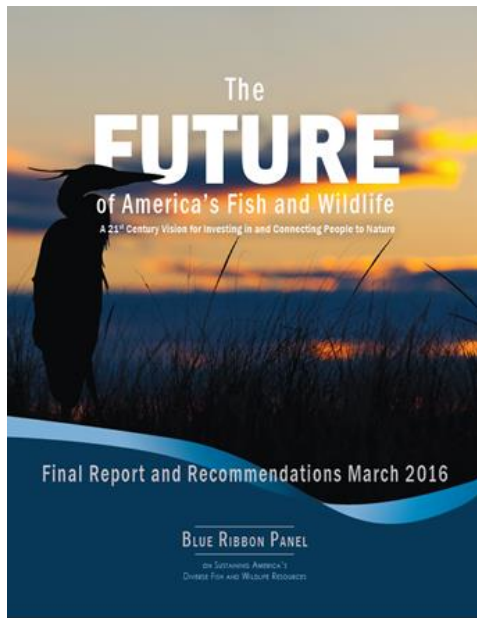


HUMAN DIMENSIONS OF
NATURAL RESOURCES
COLORADO STATE UNIVERSITY



Blue Ribbon Panel

on Sustaining America's Diverse Fish and Wildlife Resources



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

Recommendations

**AFWA Annual
Meeting Sept
2019**

Co-chairs

Steve Williams
Tony Wasley

Coordinating Team

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

**Director Regional
Association Liaisons**
Paul Johansen, Gordon
Myers, Eric Sutton, Sara
Pauley, Travis Ripley, Tony
Wasley
& Regional Assoc. Secretaries

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Dave Chanda
Jimmy Fox
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Daren Reidle
Jon Sjoberg
Melanie Steinkamp
Jenifer Wisnewski
Matt Besko

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Davia Palmeri
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Dan Pierese
Jeff Raasch

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Constraints
Strategy Team**

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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*

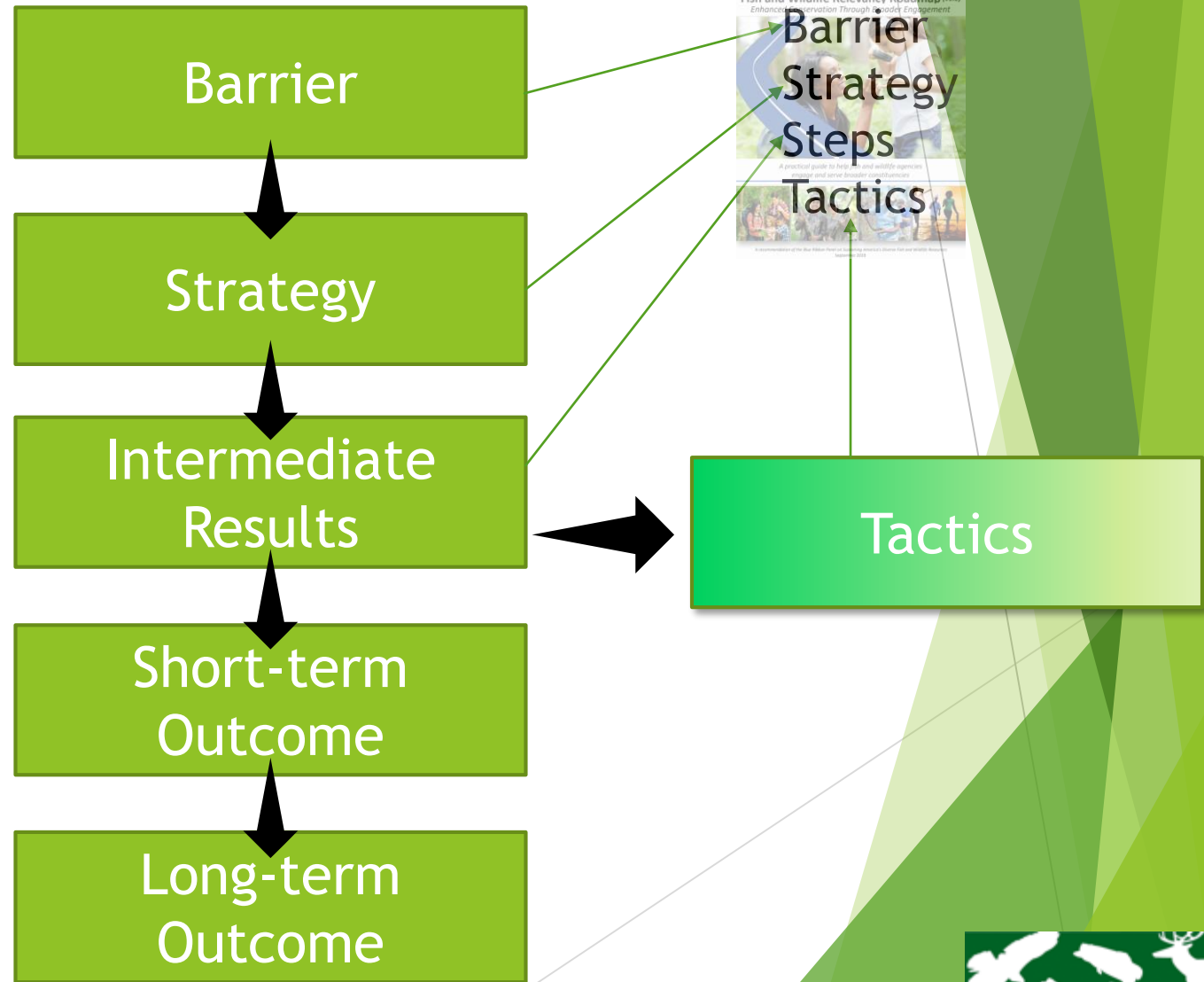
▶ Political & Legal Constraints

- ▶ *Lack of executive and legislative support to become more relevant*



Theory of Change

Results Chain



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

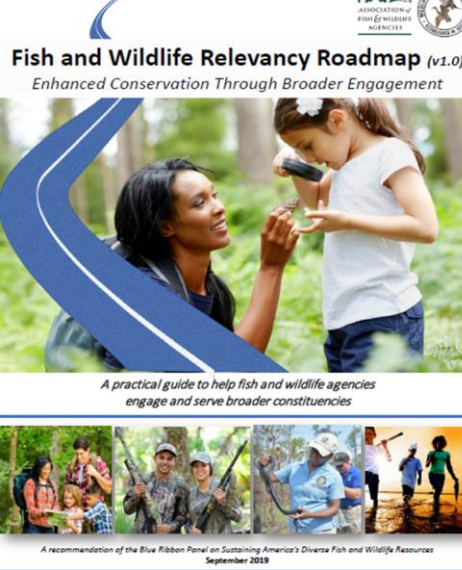
St. Paul, Minnesota



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!



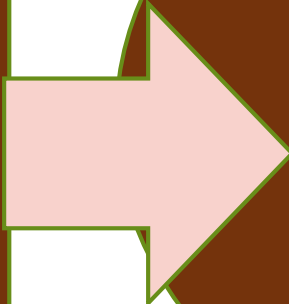


Agency Culture

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 decision-making at all levels.

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



Recruitment

Retention

Education &
Outreach

Diversity & Inclusion

Texas Parks and Wildlife Department
2017-2022 Strategic Plan



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



Urban Wildlife
Conservation Program

Diversity Joint Venture





What are we doing?
What are you doing?

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

?

NABCI & NWF
Toolkits

National Association of
Conservation Law
Enforcement Chiefs
Leadership Academy

State Efforts -
FL, MO, NV, MA, PA,
TX, VA, WA



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:

Iterative & Adaptive



Supplemental Slides

The slide features a white background with the text 'Supplemental Slides' in a green, sans-serif font at the top left. On the right side, there are several overlapping, semi-transparent green geometric shapes, including triangles and polygons, creating a modern, abstract design.

Category

Agency Culture

Agency Capacity

Constituent Culture

Constituent Capacity

Political & Legal Constraints

Barriers

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

Agency is not adaptive to the changing nature-based values and outdoor interests of broader constituencies.

Agency has a competitive and siloed culture that inhibits collaboration.

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.

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.

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.

Agency decision-making 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 nature-based 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.

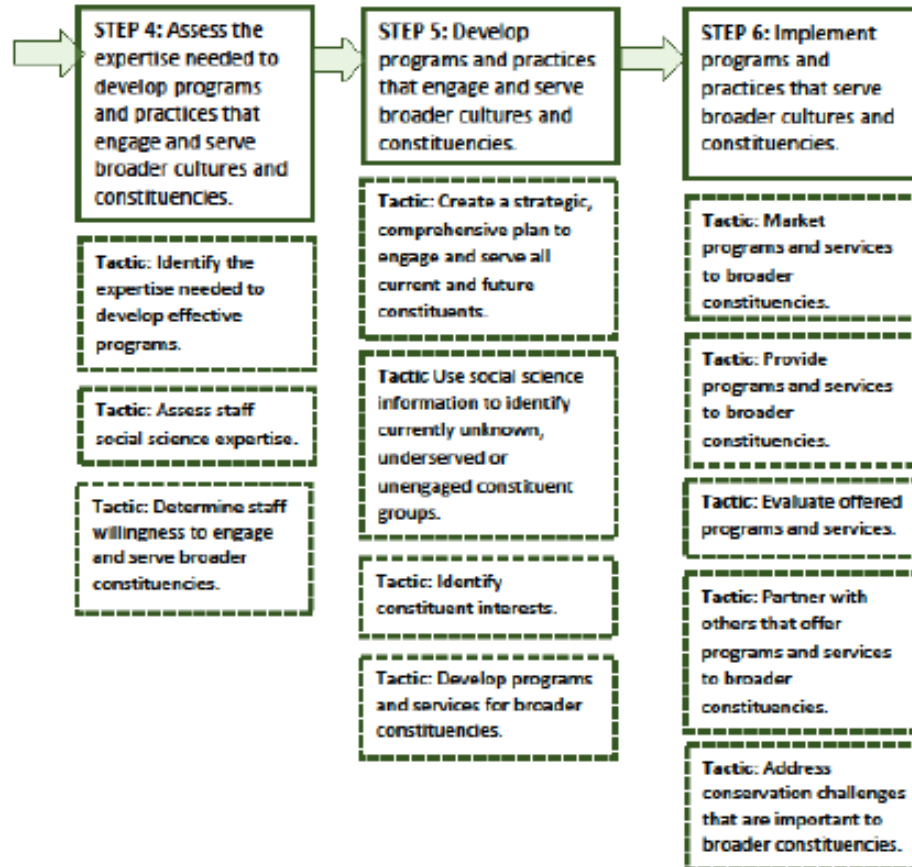
Tactic: Measure staff satisfaction and adapt policies and practices accordingly.



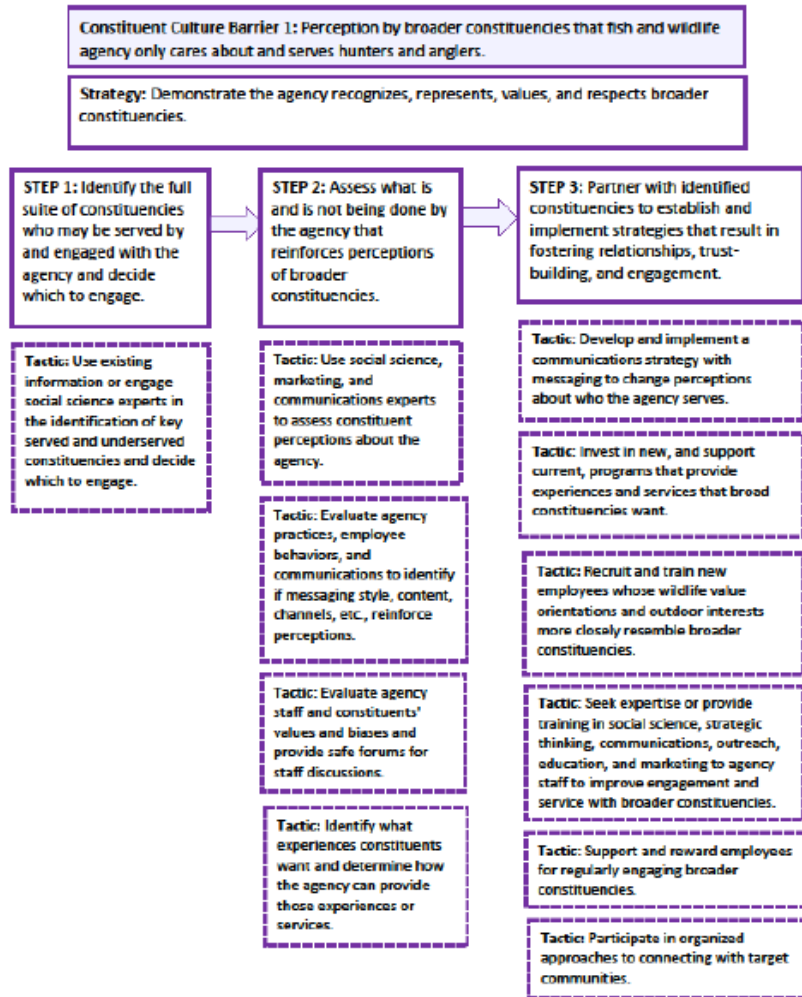
Agency Capacity

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

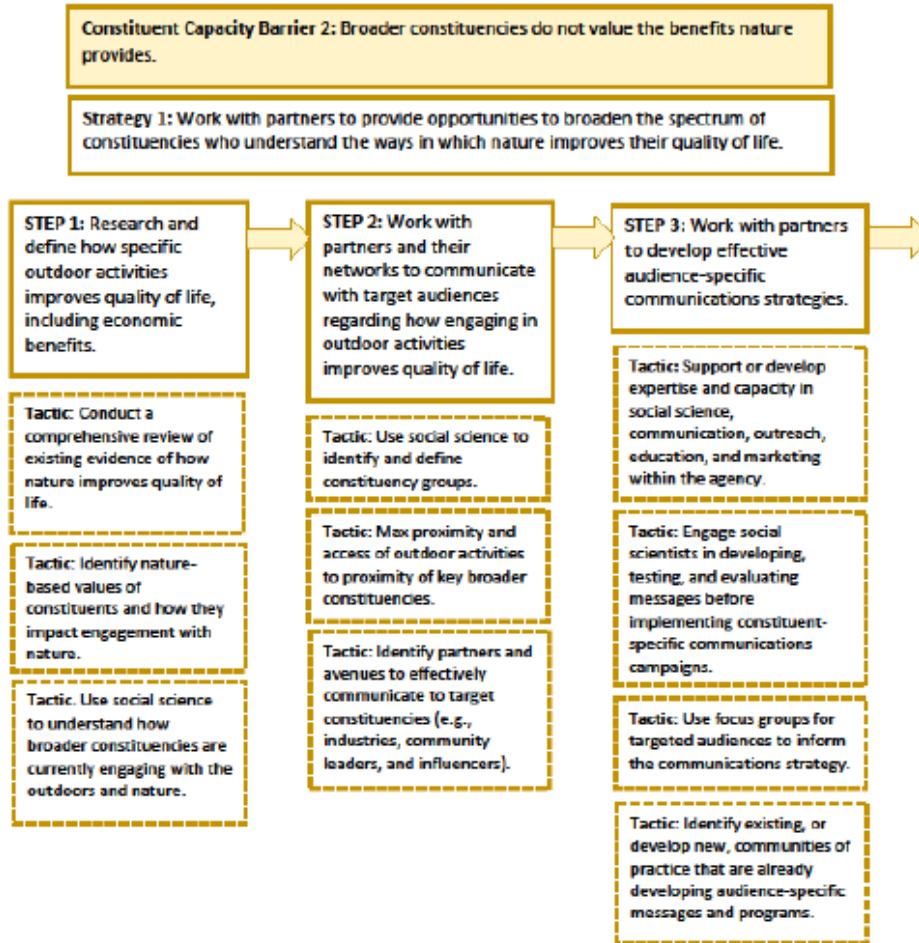
Strategy (continued): Identify ways to increase the expertise, staffing and resources that will support activities to engage and serve broader constituencies.



Constituent Culture



Constituent Capacity



Political & Legal Constraints

