*10-12-22 draft to NDOW*

**Pathways to Conservation Relevance in Nevada:**

**Near-term plan for Engaging Hispanics and Young Adults**

NDOW leadership …..Building on national efforts to increase conservation relevancy for all members of the public, NDOW convened a cross-program, multi-level team (Relevancy Project Team [RPT]) that invested in a planning process informed by social science inquiry focusing on geographies and population segments that historically have been underserved by the agency. Tiering off NODW’s strategic goals, the RPT developed eight relevancy goals that served as the foundation of its work described in this document.

This document is NDOW’s near-term (2022-2024) relevancy plan focused on external and internal actions necessary to engage Nevada’s Hispanic community and young adults (ages 18-34). The other thrust is part of NDOW’s internal work to address agency culture and capacity vis-a-vis engagement with historically underserved population segments. Why Hispanics and Young Adults….. demographics, etc. Interviews and survey research helped provide a depth of insight into this population segment that was not previously available. Young adults were selected as a population segment of interest because they are or are becoming Nevada’s decision makers, voters, consumers, etc. and therefore have potential for significant impact on conservation and will be the primary influencers of future generations. Focus on this population segment provides breadth across all racial, ethnic and socioeconomic groups and geographies.

**Foundation of this planning document**

This planning document is based on (a) input from a team of social scientists and subject matter experts (Relevancy Consulting Team [RCT]) who have a long tenure working in and with state fish and wildlife agencies (SFWAs) and (b) output from a three-phased process (see Appendix for details) that engaged the RPT in organizational learning via dialogue and qualitative and quantitative inquiry over a seven-month period. Phase I of the process included one meeting and two workshops with the RPT and interviews with representatives of public agencies, interest groups, and civic organizations working with identified population segments of interest. Phase II was a quantitative survey of Nevada’s residents. Phase III involved a workshop held in Reno, Nevada during December 2021 where all of the data from the Phase I and II were considered. In Phase III, the RPT walked through a process to identify relevancy objectives, actions, and evaluation criteria for Hispanics and young adults.

The three-phased process was designed and facilitated by the RCT. The process built on X and X from ODWC’s Strategic Plan for. Specifically, the X seven relevancy goals developed during the process directly tier off of one of three MDC goals and associated outcomes.

**NDOW Strategic Goal 1: Serving Nevada’s public – Serve all citizens**

Draft Relevancy Goal 1.1: NDOW understands what people across all population segments value so they can help make connections between those values and conservation.

Draft Relevancy Goal 1.2: NDOW communicates effectively using messages that resonate with people across all population segments.

Draft Relevancy Goal 1.3: NDOW engages effectively with people across all population segments.

Draft Relevancy Goal 1.4: NDOW provides services and other benefits to people across all population segments.

**NDOW Strategic Goal 2: Protect, conserve and enhance Nevada’s wildlife and habitat**

Draft Relevancy Goal 2.1: People across all population segments enjoy participating in activities related to Nevada’s fish, wildlife and habitat.

Draft Relevancy Goal 2.2: People across all population segments value and support conservation of Nevada’s fish, wildlife and habitat.

Draft Relevancy Goal 2.3: People across all population segments consider NDOW a trusted source for information and opportunities to learn about and/or experience nature.

Draft Relevancy Goal 2.4: People across all population segments trust NDOW to conserve, manage and enhance Nevada’s fish, wildlife and habitat.

**Hispanics**

**NDOW Strategic Goal 1: Serving Nevada’s public – Serve all citizens**

Relevancy Goal 1.3: NDOW engages effectively with people across all population segments.

**Relevancy Sub-goal 1.3a**: *NDOW engages effectively with Hispanic communities.*

External Objectives:

1. Identify key connectors within Hispanic communities and build relationships.

2. Develop partnerships with key connectors to co-produce and deliver programs.

3. Work with key connectors to ensure that programs are of interest and valued by Hispanic communities.

4. Ensure communication and outreach reflects understanding of interest, needs and values of Hispanic communities.

Internal Objectives:

5. NDOW leaders at all levels prioritize engaging Hispanic communities (everyone’s job, part of official duties).

6. NDOW takes a strategic approach to increasing diversity and retention of Hispanic staff (long game).

7. NDOW engages all NDOW staff in dialogue about importance of a diverse workforce.

8. NDOW works with key connectors to provide incentives and remove barriers to attracting Hispanic candidates for NDOW positions.

9. NDOW facilitates cross-divisional and regional communication to address biases and remove barriers to hiring Hispanic applicants.

10. NDOW improves coordination of long-term planning and budgeting to minimize systemic bias related to hiring Hispanic applicants.

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| **Table 1: Actions to engage effectively with Hispanic communities by external (blue) and internal (green) objectives** | | | | | |
| Relevancy Objective 1.3a.1: Identify key connectors within Hispanic communities and build relationships. | | | | | |
| **Action** | **Who Leads It** | | **Object of Action** | **When Initiated** | **Indicators of Progress** |
| Reach out to 3-5 Hispanic community key connectors to initiate and continue to build shared understanding and relationships. Start with list of interviewees from Phase I. | OCC[[1]](#footnote-1) helps coordinate (see X for need for additional OCC capacity) working with LE and field staff from all regions and divisions | | Hispanic community key connectors | In progress | * 3-5 Hispanic community key connectors contacted with next steps identified. * Continued two-way communication, identification and mutual understanding of shared interests and specific plan for partnering. |
| Work with key connectors to identify 1-3 common issues (e.g., health, climate change, community) on which to build a foundation for relationships. (Share and use Phase II survey results to help select relevant issues) | OCC, other interested members of the RPT | | Key connectors  Hispanic communities | In progress and | * Shared agreement on 1-3 common issues on which to focus. * Specific plan for co-developing actions for selected issue(s). |
| Relevancy Objective 1.3a.2: Develop partnerships with key connectors to co-produce and deliver programs of interest to Hispanic communities. | | | | | |
| **Action** | **Who Leads It** | | **Object of Action** | **When Initiated** | **Indicators of Progress** |
| Collaborate on or co-produce and deliver 3 or more products/projects/events (e.g., translation of key documents, coffee with cops) to engage and benefit Hispanic communities. | POC in each region (n=3) and OCC for -level project | | Identified Hispanic communities, 1 in each of the 3 regions.  Hispanic communities | January | * 3 or more co-produced and co-delivered programs. * All 3 regions and Director’s Office engaged. * Increased Hispanic participation and/or use of products. * Repeat Hispanic “customers.” * Favorable feedback from key connectors and participants. |
| Communication campaign focused on health and connection with the outdoors and nature | OCC and partner (e.g., NOMHE[[2]](#footnote-2)) | | Hispanic communities | Fall 2022 | * Agreement between NDOW and partner(s) on the project and plan for how and when to initiate. * Shared content and messaging developed and delivery determined. * Implementation of campaign (2023). |
| Ask key connectors to advise and partner with NDOW on 1 existing program/event of interest to Hispanic communities (e.g., free fishing day) | OCC, ConEd.[[3]](#footnote-3) | | Hispanic communities in high population areas | Summer 2023 | * Partnership with key connector on NDOW program/event * High participation among Hispanics in program/at event. |
| Relevancy Objective 1.3a.3: Work with key connectors to ensure that programs are of interest and valued by Hispanic communities. | | | | | |
| **Action** | **Who Leads It** | | **Object of Action** | **When Initiated** | **Indicators of Progress** |
| Continue building relationships with 1-3 key connectors (e.g., Latino Outdoors, Get Outdoors Nevada, NOMHE) to determine mutually beneficial ways to partner on programs to benefit Hispanic communities. Build in evaluation method. | OCC, NDOW Leadership Team | | Key connectors  Hispanic communities | Spring 2023 | * Key connectors see a benefit in NDOW partnerships and there is interest in continued collaboration. * Increased participation of Hispanic communities in NDOW and co-produced programs. * Hispanic participants provide positive feedback in their evaluations of programs. |
| Identify 3 events that have a large number of Hispanic communities in attendance and where NDOW can have a presence, get to know communities, and offer bilingual publications. | Regional field staff, LE, ConEd | | Hispanic communities | 2023 | * NDOW staff attends 3 events and engages Hispanic communities. * Staff voluntarily share stories about positive interactions internally. * NDOW is asked to return in subsequent years. |
| Relevancy Objective 1.3a.4: Ensure communication and outreach reflects understanding of interest, needs and values of Hispanic communities. | | | | | |
| **Action** | **Who Leads It** | | **Object of Action** | **When Initiated** | **Indicators of Progress** |
| Identify key publications (e.g., fishing and small game, regulations) and social media messages and translate into Spanish.  Convene a working group to identify key documents to be translated.  Identify appropriate channels to advertise publications available in Spanish and use them to increase awareness. | Working group comprised of LE, ConEd., others | | Hispanic communities | Winter 2022 | * Working group has been formed and completed the action. * Increased requests for publications and website among Hispanics, use of social media analytics to assess interest. |
| Each division selects one key publication from their program to translate into Spanish. | One POC from each division. | | Hispanic communities | Winter 2022-2023. | * Each division participates. * Translated publications are used, based on information requests and analytics. |
| Work with key-connectors (e.g., NOMHE, Latino Outdoors) to co-develop and deliver messages of common interest that will resonate with Hispanic communities (note: Phase II survey data provides some key information). | ConEd. | | Hispanic communities | Spring 2023 | * 2 - 3 partners that have co-developed and delivered messages focused on engaging Hispanic communities. * Hispanic communities receive messages and begin to engage (e.g., participate in programs) with NDOW and partners. |
| Signage in NDOW public facing offices and WMA near population centers have bilingual signage/displays | Publication coordinator and content creators program lead | | Hispanic community in select areas (starting point) | 2023 | * Select offices and WMA have bilingual signage/displays in place. * Increase in Spanish speaking visitors and positive feedback from them. |
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| Relevancy objective 1.3a.5: NDOW leaders at all levels prioritize engaging Hispanic communities as part of official duties of all staff. | | | | | |
| **Action** | **Who Leads It** | | **Object of Action** | **When Initiated** | **Indicators of Progress** |
| NDOW prioritizes engaging Hispanic communities and conveys to all staff as an NDOW priority.  Supervisors discuss and develop a shared understanding of how to operationalize the objective at December quarterly meeting. | Director and leadership team, cascades down through field supervisors | | Agency leaders at all levels | November 2022  December 2022 (before quarterly meeting) | * All staff receives and understands the priority and why. * Shared understanding among supervisors about ways to operationalize and share success/failures. * Staff provided opportunities to discuss, express concerns, explore their role and contribution. * Supervisors report back, share stories with agency. |
| Adjust work performance standards to include the engagement of Hispanic communities and make supervisors make appropriate adjustments to staff duties to accommodate new priority. | HR/Chiefs/field supervisors | | All NDOW staff | December 2022 | * Expectation added to performance standards. * Staff meeting performance standards. |
| Provide encouragement and incentives to staff who engage Hispanic communities.  Increase awareness among staff of ways (e.g., events and other opportunities) to engage Hispanic communities.  Provide training options (e.g., cultural awareness, Spanish) to interested staff. | ConEd, OCC (all staff encouraged to share knowledge about opportunities) | | All NDOW staff | December 2022 and on-going | * Suite of desired incentives available to staff that participate. * Up-to-date list of opportunities shared with all employees. * Staff taking advantage of training options. |
| Relevancy objective 1.3a.6: NDOW takes a strategic approach to increasing diversity and retention of Hispanic staff (long game). | | | | | |
| **Action** | **Who Leads It** | | **Object of Action** | **When Initiated** | **Indicators of progress** |
| Provide incentives for staff to learn Spanish (currently 5% pay incentive but staff may not be aware). | Director’s Office/HR | | All interested staff | November 2022 | Increase the number of staff learning Spanish by ?% |
| Add Spanish language skills to applicant ranking criteria. | HR/Chiefs | | Hispanic applicants for employment | December 2022 | Increase in bilingual (English & Spanish) applicants. |
| Identify barriers to recruitment and retention of Hispanic applicants.  Conduct focus group of Hispanic employees to get feedback on this topic. | HR | | Current/future Hispanic staff and applicants for employment | January 2022 | * Current Hispanic staff engaged to help identify and remove barriers to R&R of Hispanic staff. * Increase in Hispanic applicants. |
| Review/simplify job coding to add flexibility (e.g., add ‘outreach coding’ to individual divisions). | Fiscal staff with guidance from Director’s Office and chiefs | |  | June 2023 |  |
| Create “Who we are” presentations for use during employee onboarding (how staff can participate in engaging Hispanic communities) | Chiefs of each division. | | New staff | June 2023 | On-boarding presentation that has been tested and resonates with new staff (encourage discussion after they watch it) |
| Make strategic effort (e.g., greater participation in career fairs in Hispanic areas/schools) to attract Hispanic applicants | ConEd, regional staff | | Hispanic applicants for employment | December 2022 | * Increase in NDOW participation in targeted career fairs * Increase in Hispanic applicants. |
| Relevancy objective 1.3a.7: NDOW engages all NDOW staff in dialogue about importance of diverse workforce. | | | | | |
| **Action** | **Who Leads It** | | **Object of Action** | **When Initiated** | **Indicators of Progress** |
| Create safe spaces and opportunities to share success/failure stories, lessons learned, encouragement.  For example, add a standing agenda item to all employee and regional meetings related to the importance of engaging with Hispanic communities. | Leadership Team, supervisors | | All NDOW staff | December 2022 | * Specific and safe opportunities are created for staff to discuss ideas, concerns, challenges, successes related to engaging Hispanic communities. * Staff engaging in discussions in all regions/programs/HQ. |
| Develop messages and framework to facilitate discussions about engaging Hispanics. | Director’s office/Chiefs | |  | June 2023 | * Clear and understood messages about priorities |
| Identify a regular communication channel(s) (e.g., agency newsletter, internal blog) where stories/images are shared about experiences, rotate responsibility, short stories, unedited. | ConEd | | All interested NDOW staff | 2023 | * Staff are sharing stories/images. * Staff are reading stories and commenting on images. * Staff are aware of what others are doing. * More staff are participating. |
| Relevancy objective 1.3a.8: NDOW works with key connectors to provide incentives and remove barriers to attracting Hispanic candidates for NDOW positions. | | | | | |
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| Relevancy objective 1.3a.9: NDOW facilitate cross-divisional and regional communication to address biases and remove barriers to hiring Hispanic applicants. | | | | | |
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| Relevancy objective 1.3a.10: NDOW improves coordination of long-term planning and budgeting to minimize systemic bias related to hiring Hispanic applicants. | | | | | |
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**Young Adults (18-34)**

**NDOW Strategic Goal 1: Serving Nevada’s public – Serve all citizens**

Relevancy Goal 1.3: NDOW engages effectively with people across all population segments.

**Relevancy Sub-goal 1.3b**: *NDOW engages effectively with young adults.*

External Objectives:

1. NDOW and partners co-develop messaging and programming that reflects YA values and interest

2. NDOW uses novel methods to engage YAs “where they are” focused on their specific interests.

3. NDOW provides novel ways for YAs to provide input to agency and policy makers.

Internal Objectives:

4. NDOW is less risk adverse in its communication policies and practices related to reaching YAs and other population segments of interest.

5. NDOW embraces and prioritizes expansion of constituency to better include YAs.

6. NDOW invests in understanding and developing programming to inform and build relationships with YAs.

7. NDOW addresses internal resistance within NDOW ensuring that increasing conservation relevance is a priority and that everyone has a role to play.

8. NDOW engages YA staff in development of messages and programs.

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| **Table 2: Actions to engage young adults (YAs) (18-34) external (gray) and internal (orange) objectives** | | | | |
| Relevancy Objective 1.3b.1: NDOW and partners co-develop messaging and programming that reflects YA values and interest. | | | | |
| **Action** | **Who Leads It** | **Object of Action** | **When Initiated** | **Indicators of Progress** |
| Identify 3 groups (one per region) that have YAs as primary members (e.g., mountain bike clubs, paddle sports, UNLV, young professionals). | OCC, ConEd, LE, regional staff, PIO | Select groups with YAs as primary members a starting point. | Late 2022/early 2023 | 1-2 groups identified and initial contact made. |
| Develop understanding of and relationships with 1-2 groups (see above). Identify common ground on which to co-produce messaging and programming. | OCC, ConEd, LE, regional staff, PIO[[4]](#footnote-4) | Select groups with YAs as primary members. | Spring 2023 | Established partnership with 1-2 groups, common interests identified. |
| Co-produce and co-deliver messages, content, events, programs of common interest (note, interview and survey results can help inform).  For all efforts, include specific methods for retaining interest/participation of YAs once initial contact has been made. | ConEd, regional staff | Select groups with YAs as primary members. | Summer-winter 2023 | * Messages, content, events, or programs co-produced/co-delivered with groups that have YAs as primary members. * Specific methods are identified and used for retaining interest and participation of YAs * Increased participation of YAs in NDOW social media, events, and programs. |
| Identify existing content and programs that target YAs and test their effectiveness using NDOW YA staff, YA focus groups (e.g., at UNLV or UN Reno). | ConEd | YAs | 2024 | * Completed evaluation and refinement of NDOW messages and programs targeted at YAs. * Ineffective messages and programs discontinued or revised to achieve relevancy objective. |
| Relevancy Objective 1.3.b.2: NDOW uses novel methods to engage YAs “where they are” focused on their specific interests. | | | | |
| **Action** | **Who Leads It** | **Object of Action** | **When Initiated** | **Indicators of Progress** |
| Identify 3 existing events (one per region) that attract large numbers of YAs (e.g., mountain biking races, frisbee golf tournaments) and arrange for NDOW presence at events with targeted messaging and programs to increase YA interest. | ConEd, regional staff, LE | YAs that participate in such events. | Summer 2023 | * NDOW presence at 3 new events, one per region. * Increased awareness of YAs about NDOW, conservation and programs of interest. * Increased participation in NDOW programs over the long term (follow-through post event important). |
| Relevancy Objective 1.3b.3: NDOW provides novel ways for YAs to provide input to agency and policy makers. | | | | |
| **Action** | **Who leads it** | **Object of Action** | **When initiated** | **Indicators of progress** |
| Agree upon input desired from YAs (e.g., about interest generally, specific programs, program delivery, policies, etc.)  For messages, programs and issues that benefit/affect YAs, identify and promote relevant means to get input from YAs early or at various stages in the effort. | Varies based on the referent need. | YAs | 2023 | * Starter list(s) of programs, issues, events, etc. that would be of interest to YAs. (Note: Should be a fluid list that is updated as needed). * Methods and means used by YAs to provide input on agency and policy matters. * Increase in YAs providing input to NDOW. |
| Use technology (e.g., QR codes) to collect input from YAs in real time at events, while visiting Wildlife Management Areas, etc. | IT staff | YAs | ASAP as need is identified. | Increased input from YAs tracked by IT and shared with NDOW staff. |
| Engage 1-2 partners such as REI, tourism industry, universities, Maverick to help agency gather input from YAs on topics such as their desired conservation benefits, issues of high interest, policy preferences. | OCC, ConEd | Partners that have access to YAs | 2024 | * 1-2 partners helping to gather information of interest to NDOW * Increased input from YAs on relevant topics. |
| Develop an awareness campaign targeted at YAs, using appropriate communication methods, with the purpose of increasing awareness about how to provide input to/engage with the Nevada’s Wildlife Commission. | ConEd, Commission support staff | YAs | 2024 | Increased awareness and participation of YAs in the Commission process. |
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| Relevancy Objective 1.3b.4: NDOW is less risk adverse in its communication policies and practices related to related to reaching YAs and other population segments of interest. | | | | |
| **Action** | **Who leads it** | **Object of Action** | **When** | **Indicators of progress** |
| Develop a pitch for Leadership Team to present the need to remove barriers to effective communication, such as strict oversight and constraints need to be addressed. | Chris Vasey | Leadership Team | Late 2022 | * Pitch delivered. * Barriers to increased use of social media and social media influencers are explored and minimized. |
| Provide general guidance for social media or website posting to allow more flexibility/lower-level decision-making. | Director’s Office | ConEd and other staff that use social media and website outreach | November 2022 | NDOW policy that facilitates flexibility and creativity needed to reach YAs. |
| Identify and use social media and social media influencers that resonate with YAs. | ConEd working with Leadership Team | YAs | Late 2022 | * Social media influencers are identified and used. * Increased followers and positive feedback re. NDOW social media, measured by analytics, etc. |
| Compile examples of social media posts that that likely would attract YAs (e.g., reflect creativity and risk taking). | ConEd, PIO, Aaron, Eric C. | YAs | Late 2022 | Portfolio of posts to review and share |
| Relevancy objective 1.3b.5: NDOW embraces and prioritizes expansion of its constituency to better include YAs. | | | | |
| **Action** | **Who leads it** | **Object of Action** | **When** | **Indicators of progress** |
| Provide training on wildlife value orientations, particularly focused on understanding mutualist values and how to be effective reaching YAs and others that have those value orientations. | OCC, Leadership Team (using academic experts, consultants to provide training) | All NDOW staff | Quarterly meetings and other opportunities | * Increase understanding among staff about how to address Nevada’s changing constituency. * Increased number of staff participating in development and implementation of programs. |
| Review NDOW use of language/terminology in messaging and modify as appropriate to increase interest among YAs. | ConEd with help from other divisions | YAs | Late 2023 | * Language reviewed and modified. * Positive feedback and increased engagement of YAs. |
| Relevancy objective 1.3b.6: NDOW invests in understanding and developing programming to inform and build relationships with YAs. | | | | |
| **Action** | **Who leads it** | **Object of Action** | **When** | **Indicators of progress** |
| Form a peer group of YAs within NDOW to advise the agency on ways to connect with their demographic. | Leadership Team makes the request and group selects their own leaders | Interested YA staff at NDOW  YAs | Early 2023 | * Peer group forms and provides input to NDOW Leadership Team. * Input from peer group used, and staff participants acknowledged. |
| Hire consultant or university of NV to do a focus group(s) of YAs to test existing or new messages/programs targeted at YAs. | ConEd with assistance from consultant, university, etc. | YAs | Mid-year 2023 | Focus group conducted and input used to develop messages and programming targeting YAs. |
| Make connections with YA influencers to collaborate/co-develop programs & messaging | OCC, ConEd | YA influencers | End of year 2023 | * Established relationships with YA influencers. * 1-3 concrete examples of co-developed messages and programs. * YAs reacting positively( e.g., liking on social media) to co-developed messages. * Increased participation of YA in referent activities/programs. |
| Relevancy objective 1.3b.7: NDOW addresses internal resistance within NDOW ensuring that increasing conservation relevance is a priority and hat everyone that a role to play. | | | | |
| **Action** | **Who Leads It** | **Object of Action** | **When** | **Indicators of Progress** |

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| Share Phase II results with all NDOW staff and provide opportunities for discussions at the Regional, program, and office levels. | NDOW Leadership Team | All NDOW staff | Fall 2022 | Staff have the opportunity to learn about the results of the survey, provide input and ideas and participate in program and activity development related to YAs. |

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| Showcase individual’s actions that reflect positive interactions with YAs or reflets on lessons learned from less positive interactions Use internal staff platforms such as Sharepoint newsletters, and/or One NDOW commendations to share stores and recognize staff that are engaging YAs. | Leadership and supervisors | All NDOW staff | 2022 | * Staff stories of engaging with YAs are shared and acknowledged. * Increased number of NDOW staff engage with YAs and share stories. Feel included in relevancy work. |

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| Relevancy objective 1.3b.8: NDOW engages YA staff in development of messages and programs. | | | | |
| **Action** | **Who Leads It** | **Object of Action** | **When** | **Indicators of Progress** |
| Engage YAs that work for NDOW to provide insight and perspectives to help understand YAs and develop programs & activities of interest. | RPT, YA members | NDOW YA staff | Fall/Winter 2022 | * Internal network of YAs to help inform, design and implement relevancy work. * Using YA staff input, NDOW designs and uses/implements messages and programs that resonate with YAs. |

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**Next Steps**

The Nevada Department of Wildlife has made a concerted effort to understand the values, attitudes, and interests of all Nevadans and start examining its agency values and culture to identify barriers to engaging with segments of Nevada’s population that the agency would like to understand and serve better. Through the work described in this document, NDOW’s RPT sought to understand more about the needs, interests, and concerns of Nevadans, with an initial focus on two population segments that the agency wants to understand better. This report reflects the hard work and commitment of the RPT related to two population segments in Nevada: Hispanics and young adults.

To be successful in their relevancy goals and objectives, NDOW will need to continue its work on assessing existing programs and capacities, finding synergies and efficiencies with other internal initiatives, and further prioritizing the actions described in this plan. NDOW now has data for key demographics, a process by which to outline objectives and action items, and resources such as the Fish and Wildlife Relevancy Roadmap to assist the agency as it continues to work through strategies for improving its employees’ capacity to engage and provide conservation benefits to underserved population segments of interest.

The RCTs intention with this project and process was to create a learning environment facilitating additional capacity within NDOW as it moves forward. Success will depend on resource allocation, capacity-building, follow-through (plan refinement and adequate implementation), internal and external communication, reasonable expectations, ongoing evaluation of relevancy-improvement efforts, and celebrating successes when they occur.

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**NDOW would like to thank the following entities for their participation in Phase I interviews:**

Latino Network of Southern Nevada/City of Las Vegas

Nevada Department of Health and Human Services, Office of Minority Health and Equity

Latino Outdoors

The Children’s Cabinet

Great Basin Outdoor School

4H, University of Nevada, Reno Extension

The Wildlife Society, Nevada Student Chapter

Nevada Department of Conservation and Natural Resources, Division of Outdoor Recreation

The Elko Outdoor Adventure Club

Nevada Department of Tourism and Cultural Affairs

Get Outdoors Nevada

Reno Bike Project

Friends of Red Rock Canyon

Friends of Nevada Wilderness

Elko Community Garden

“This project was supported by the Multistate Conservation Grant Program (grant #F22AP00585-01), with funding from the Wildlife and Sport Fish Restoration Program, jointly managed by the Association of Fish and Wildlife Agencies and the U.S. Fish and Wildlife Service.”

1. Outdoor Connections Coordinator [↑](#footnote-ref-1)
2. Nevada Office of Minority Health and Equity [↑](#footnote-ref-2)
3. Conservation Education [↑](#footnote-ref-3)
4. Public Information Officer [↑](#footnote-ref-4)