

Enhancing Communications and Public Engagement

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Presentation to FWC Big Tent Committee

April 7, 2022




25-Year Strategic Plan

- Proactively address conservation challenges
- Engage communities through recreation and stewardship
- Deliver science that informs Washington's most pressing fish and wildlife questions
- Model operational and environmental excellence



25-YEAR STRATEGIC PLAN

A Path to an Improved Era
for Fish, Wildlife and People



WD
F&W

Engage communities through recreation and stewardship

1. Env Education
2. R3
3. Improve public access; urban
4. Engage underserved communities
5. Backyard wildlife habitat programs
6. Education opportunities in WDFW wildlife areas, in urban centers, and on school grounds.
7. Transparent decision-making processes
8. Customer Service
9. Social Science
10. Community science
11. Expand volunteer program
12. Reevaluate advisory committees
13. Establish regional advisory groups
14. Offer wildlife and wildflower-viewing interpretive programs.

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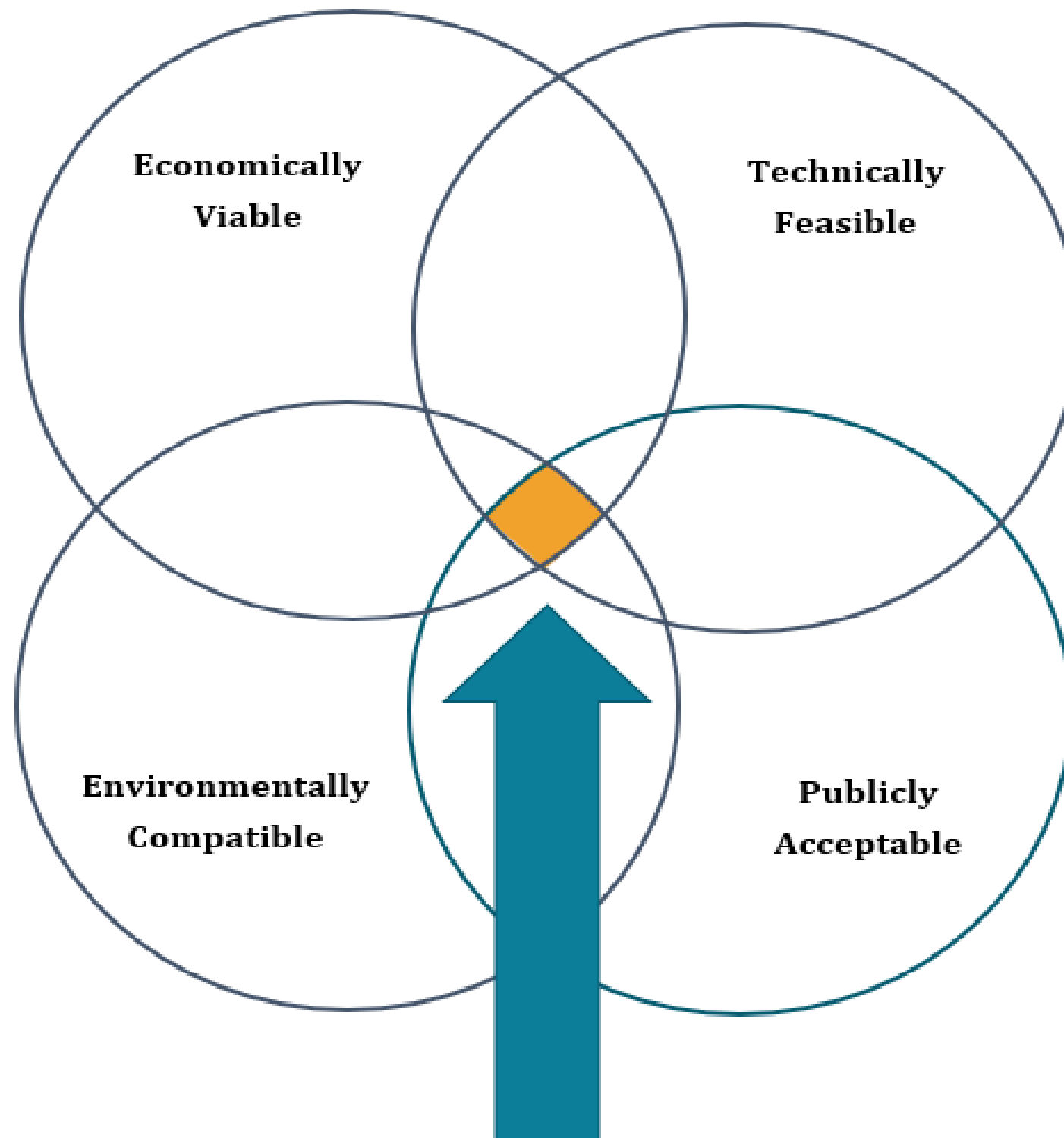
Project Purpose



CONDUCT A FUNCTIONAL
ASSESSMENT OF WDFW'S
COMMUNICATION,
OUTREACH, AND
ENGAGEMENT CAPACITY
AND RECOMMEND
IMPROVEMENTS

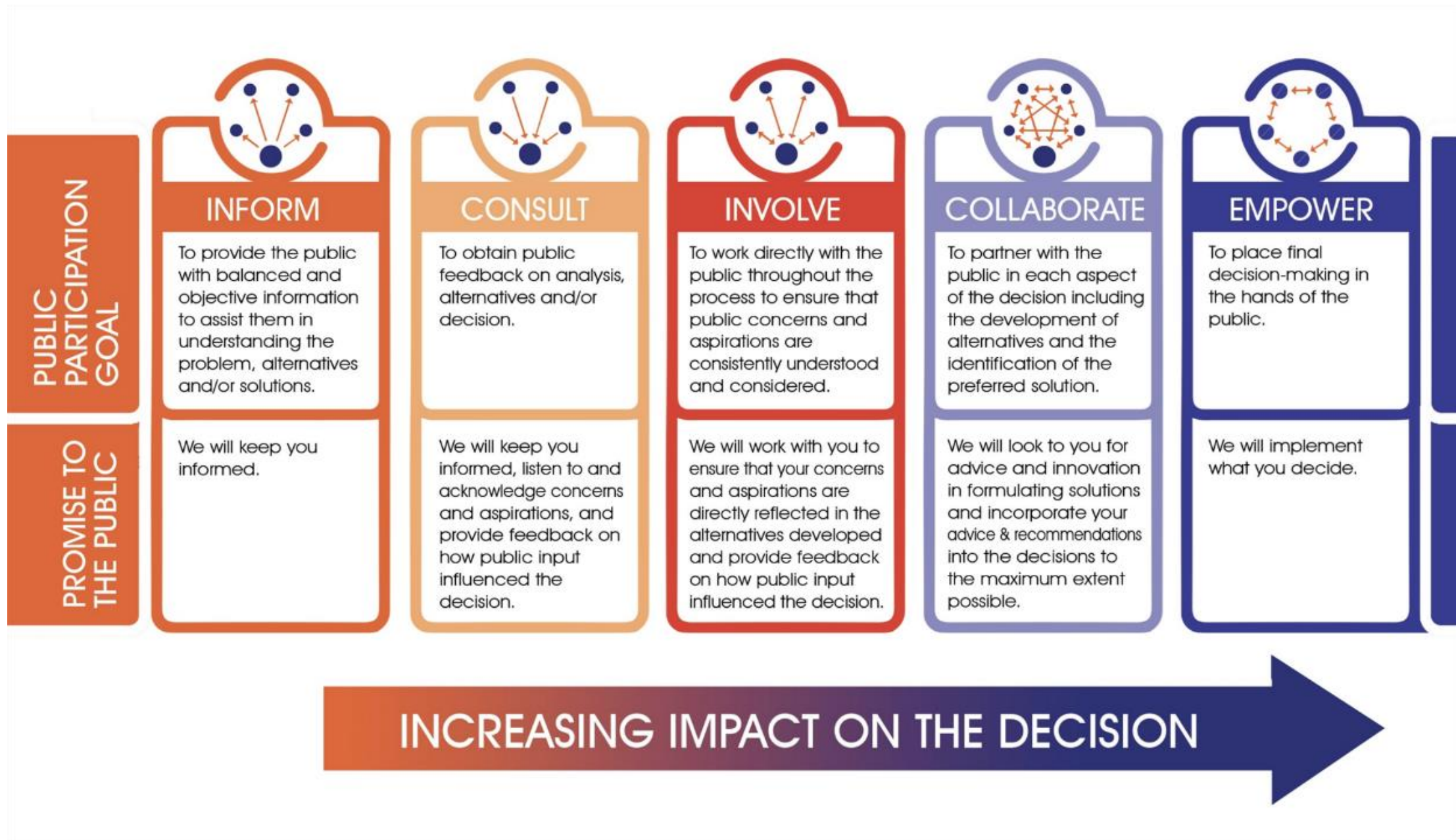


DEVELOP A
COMMUNICATION AND
OUTREACH PLAN THAT WILL
ALLOW WDFW TO ACHIEVE
THE "ENGAGING
COMMUNITIES THROUGH
CONSERVATION AND
STEWARDSHIP" STRATEGY
IDENTIFIED IN THE 25-YEAR
STRATEGIC PLAN



Sustainable Decisions

IAP² Spectrum of Public Participation



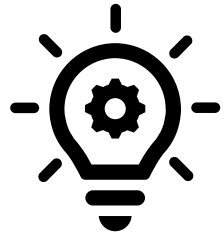
Informing the Recommendations



Reviewed 70+ WDFW documents + researched best practices

Conducted 50+ interviews

- 13 Natural Resource Agencies (WA State Agencies, Other state F&W Agencies)
- 8 Fish and Wildlife Commissioners
- 10 Executive Management Team members
- 12 WDFW Practitioners
- 14 Partner Organizations



4 meetings with WDFW Strategic Engagement Team

Held many 1:1 meetings with staff

3 work unit feedback sessions

All-staff survey, Fall 2021



Fish and Wildlife Agencies
Oregon Department of Fish
and Wildlife

California Department of
Fish and Wildlife

Missouri Department of
Conservation

Pennsylvania Game
Commission

Florida Fish and Wildlife
Commission

Tennessee Wildlife
Resources

New York Department of
Environmental
Conservation

Texas Parks and Wildlife
Arizona Game and Fish
Department

Michigan Department of
Natural Resources

WA State Agencies
Ecology

DNR

Parks and Recreation
Commission

Staff Survey (Fall 2021)

- 768 participants
- 30% of respondents indicated 'outreach' is >50% of their job.
 - Of those, 50% said they generate unique content
- Prioritize outreach efforts within their work unit
- Limitation is TIME
- 15% responding staff indicated they had resources to respond to agency 'hot topics'
- Less than half of staff felt like they had resources to conduct outreach in their area of work
- Staff desired conflict resolution training and access to a mentoring program
- Largest outreach need/opportunity identified by staff: outreach to schools

Organizational restructure

Purpose: Ensure that the agency has the capacity it needs to carry out the work.

Workplan

Purpose: Maps out key communications and engagement milestones six months to one year in advance

CRM System

Purpose: Collaborate across teams by tracking engagement and external stakeholder relationships.

Training

Purpose: Ensure that staff have the resources they need to carry out the work.

Communications Plan

Purpose: Through workplan advanced planning, teams can identify which efforts need a communications plan, and map out strategies well in advance of milestones to incorporate public involvement at the appropriate level of the International Association of Public Participation (IAP2) spectrum.

Assessment

Purpose: To evaluate and prioritize new and existing work within workplans.

External Trainings

Purpose: Ensure that the agency has the capacity they need to do the work.

Internal Mentorship Program

Purpose: Ensure that the agency has the capacity they need to do the work.

Language Access

Purpose: Tools and recommendations to provide language access services to individuals with limited English proficiency. These best practices should be incorporated into communications plans.

Social Media

Purpose: Social media best practices. These best practices should be incorporated into communications plans.

Comm/Public Engagement Re-Organization Benefits

Benefits to Agency:

- Dedicated work unit to develop comprehensive strategic messaging and utilize modern outreach tactics to engage the public in fish and wildlife conservation. This will help:
 - Make durable, supported decisions
 - Increase support for WDFW (i.e., trust; confidence; & appropriations)
 - Reduce PDRs, litigation
 - Shift from reactive to proactive engagement
 - Explicit IAP2 approach

Benefits to Programs and Regions

- “One-stop” shop for communication/outreach needs
- Increase support for establishing and maintaining partners
- Staff dedicated to supporting each Program and Region and utilizing expertise in communicating priorities and partnering with communities
- Elevate use of social science in our work

Benefits to Communications/Public Engagement Staff in new Work Unit:

- Access and alignment of staff with shared professional backgrounds, expertise, and overall work objectives
- Collaborative, supported work environment
- Career ladder within their discipline
- Executive emphasis on this work

Current Outreach/Comm. Staffing

(Positions evaluated/considered)

Director's Office

- EMS3—Policy Director
- WMS2—Nat Resources Economist (vacant)
- WMS2—Conservation Social Scientist (vacant)
- WMS3—Killer Whale Policy Lead

Public Affairs (part of Dir Office):

- EMS 3—Public Affairs (vacant)
- CC5—4 FTEs; Program Leads
 - COEES 3—Env Educ
 - COEES 3 (Non-Perm)—Env Educ
 - CC3 (Non-Perm)
- CC5—Region 1/2/3
- CC4—Region 4
- IT App--Webmaster
- IT App—Web Developer
- CC2 Graphic Designer

FSP/Licensing

- PS 5—Volunteer Program Manager

FSP/Licensing/Sales and Marketing

- WMS 2: Sales/Marketing Section Manager
- CS3—Vacant
 - CC3: Graphic Designer
 - CC2: Content Specialist
- CS3—Account Rep Lead
 - CS2—3 Account Reps
- CS3 (Non-perm)

ENF:

- COEES 4

Fish:

- PS 5
- CC2

Habitat:

- COEES 4
- CC4

Wildlife/Hunter Education

- WMS: HE Div Manager
 - PS 5
 - COEES 4: 5 FTEs
 - AA4
 - COEES 1

Wildlife/Lands

- PS 5

Wildlife/Diversity

- COEES 4
- CC3

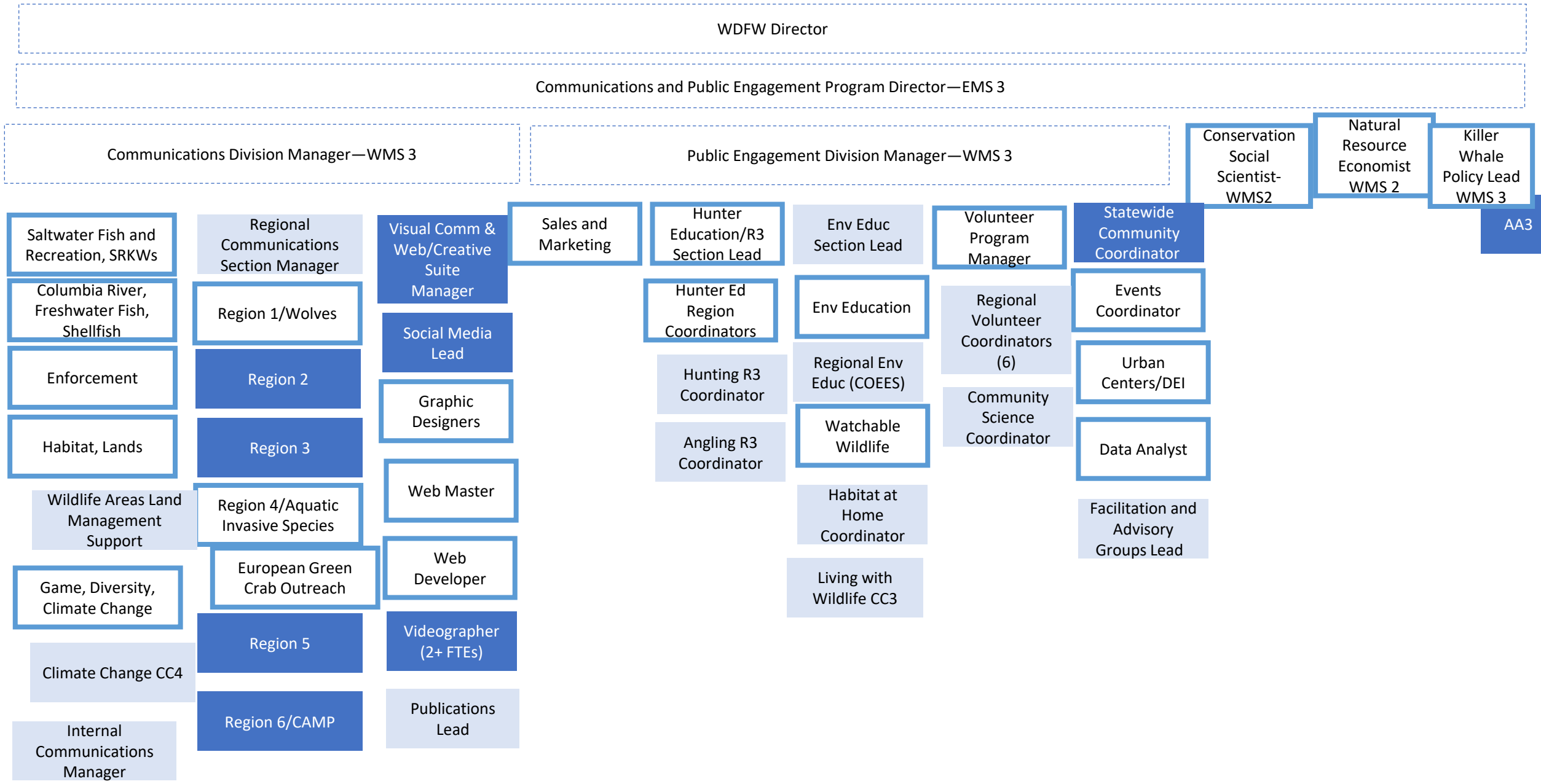
KEY

Unfunded
Position Round 1

Unfunded
Position Round 2

Existing Position

Communications and Public Engagement Work Unit (Consultants' Concept approved by EMT, Dec 2021) (Modified March 24, 2022)



Nate's portfolio

What remains:

- Executive for communications and public engagement
- Budget and Policy Advisory Group
- Lead for Strategy #2, Strategic Plan
- Tribal Hunting Policy
- Marine Mammal Policy/SRKW recovery
- PSMFC
- FWC Big Tent support
- Director's Policy Team facilitator
- Director's Office rep on Policy Budget Committee

What will likely be re-assigned elsewhere:

- AFWA
- WAFWA
- Strategic Plan Implementation for Agency
- Inter-governmental negotiations/settlements

- Wrapping up a couple cross-Program projects



Next steps

January-March

- Complete Triangle/MFA contract on outreach recommendations and toolkit (ends April 30, 2022)
- Dialogue with affected staff/work units, PDs– **Ongoing**
- Change management consultant – **Internal**
- Develop budget needs list within BSP; prioritize/sequence needs – **Ongoing**
- Host monthly staff meetings – **Ongoing**
- Develop workflows between and among new divisions and programs – **Ongoing**

April-June

- Assess BSP needs; allot SFY23 funding for prioritized new positions
- Recruit division manager positions and other vacancies
- Shift allotments for SFY23
- Re-write PDs to conform to new organizational structure
- Develop a 2023-25 budget request for:
 - Volunteers
 - Env Education
- Develop SFY23 work plan for Program

July (SFY 23)

- Centralize staff/work units
- All staff communication
- Implement work plan
- Continuous process improvement

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Questions/Discussion