

2018-2024 Strategic Plan



Strategic Plan 2018-2024

Oregon Department of Fish and Wildlife
125 years of stewardship

Our mission: To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations.

03/27/18 Final Draft for Internal ODFW Distribution

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Introduction

Much has changed since the first State Game and Fish Protector (eventually renamed the Department of Fish and Wildlife) assumed stewardship of Oregon’s fish and wildlife resources 125 years ago. Since then, what started as a mission to primarily restore and conserve the state’s diminishing hunting and fishing resources evolved into a mandate to manage and protect all the state’s fish and wildlife—both game and nongame. Today, fishing and hunting dollars can no longer fully support these diverse responsibilities. Instead, ODFW will need new funding sources that reflect the fact it’s not just anglers and hunters who enjoy Oregon’s fish and wildlife.

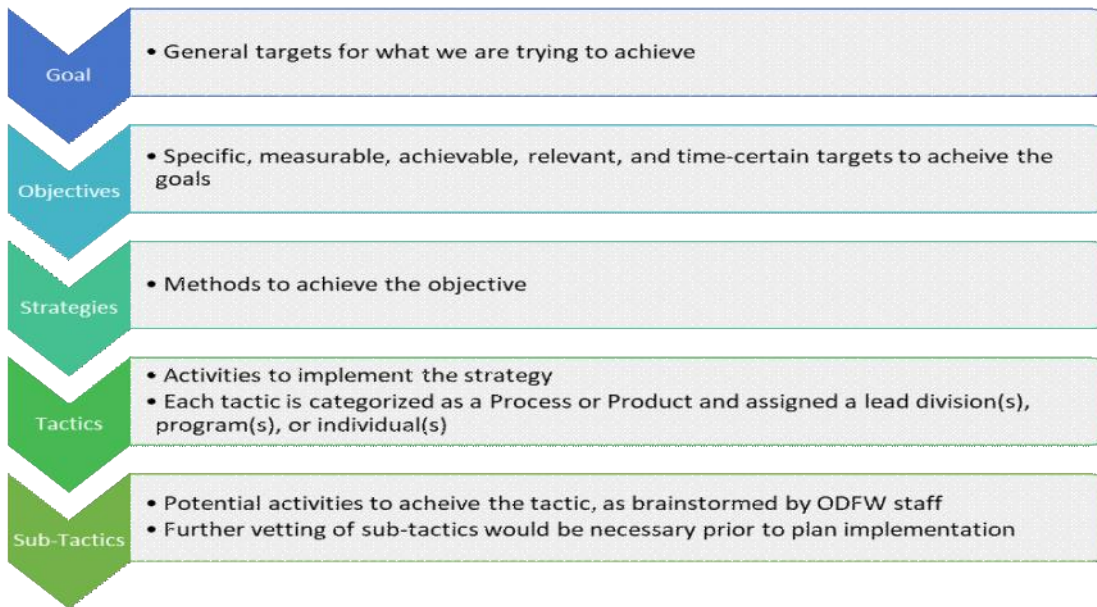
ODFW has been looking for a better way to align existing limited resources with emerging management priorities for many years. In 2015, ODFW began working with the alternative-funding task force to address the increasing need for new funding mechanisms, which further highlighted the need for an ODFW strategic plan. The result is a comprehensive long-term strategic plan that measures fiscal and program performance in the face of rapidly changing environmental, social, and political climates.

This strategic plan will allow us to:

- Improve our ability to match resources to agency priorities;
- Monitor and manage our performance; and
- Enhance communication with our customers, partners, and stakeholders.

Format of this plan:

The plan consists of Goals, Objectives, Strategies, Tactics, and in some cases Sub-Tactics:



The planning process:

In late 2015, members of the Executive Leadership Team (ELT) began the process of developing a Vision, an Overarching Strategy, and the four Goals of this Strategic Plan. ELT and the Resource Management Team (RMT) then worked through 2016 and early 2017 to develop Objectives that were Specific, Measurable, Achievable, Relevant, and Time-Specific (SMART).

In early 2017, the Director’s Office passed the plan off to a smaller planning team (Mike Harrington (lead), Shaun Clements, Bernadette Graham-Hudson, Holly Huchko, and Sarah Reif) who then gathered teams of ODFW employees with broad representation from throughout the Agency.

These staff-based teams focused on developing the Strategies and Tactics necessary to meet the identified Goals and Objectives. The teams met multiple times during the spring and summer of 2017 to brainstorm ideas, benchmark with other states, engage with subject matter experts, and weigh in on how our ‘boots on the ground’ might help ODFW achieve its Goals. During that time, an ODFW internal webpage was developed to communicate progress on the plan and solicit feedback from all staff: http://inside.dfw.state.or.us/director/strategic_vision.asp. Email updates were sent to all agency staff on 10/16/17 and 12/01/17 requesting their review of draft versions of the plan. Many employees from around the state took advantage of this opportunity and submitted comments to the planning team. These comments were carefully considered by the planning team and incorporated into the Strategic Plan to improve clarity, achieve our Goals, and keep concepts grounded in reality.

In fall 2017, a survey was developed to gather more specific feedback on Strategic Plan topics from all staff. The planning team developed the survey with the assistance of ODFW’s Human Dimensions Coordinator, Loren Chase. Response to the survey was moderate, with 422 employees (39%) anonymously providing quantitative and qualitative feedback. The planning team used the quantitative results to improve Strategic Plan content. For example, staff provided rankings of the criteria that leadership should use when selecting focal issues and priorities. The planning team also reviewed all qualitative comments received and summarized them into major themes (below) which were then used to further refine the Strategies and Tactics within the Strategic Plan.

Major Themes to Address from Staff Survey	Goal 1	Goal 2	Goal 3	Goal 4
Agency priorities are not well communicated or understood.	✓	✓	✓	✓
We need better integration of conservation principles into all that we do. We need to break down the distinction between	✓	✓		✓

'game' and 'non-game' work while continuing to honor our traditional user groups.				
Reduce the use of business jargon; speak plainly.	✓	✓	✓	✓
Reduce redundancies, particularly as it relates to identifying priorities, developing a communication plan, and identifying customers.	✓	✓	✓	✓
The strategies and tactics are too low-level and specific; scale up.		✓	✓	
We have become an agency of silo-ed work groups, which builds mistrust and misunderstanding. This is particularly evident between the field and headquarters.			✓	✓
This plan needs to create a clear connection between its broad vision and goals and the average employee's day-to-day tasks. In other words, 'How do I fit in?'				✓
There is a lack of clarity about what is driving decisions, and we should make better use of science to inform those decisions.				✓
We need to tell our story to the public: our successes, challenges, and why we make the decisions we make.	✓			✓
We need to build our competencies to achieve this plan through training, cross-training, and strategic hiring.	✓			✓

In December 2017, another draft of the Strategic Plan was reviewed by ELT and RMT and the planning team worked with the Director's Office to incorporate final edits. A summary brochure with Goals and Objectives was created for the public and will be distributed in February during the 2018 Legislative Session.

The Strategic Plan was finalized in late February 2018. The full Strategic Plan is intended for use by internal ODFW staff because it provides details of implementation at the Strategy, Tactic, and Sub-Tactic level.

The Director's Office will be gathering an Oversight/Implementation Team in early 2018 to help determine how ODFW will measure and report progress on achievement of the Strategic Plan Goals and Objectives, and how we can adaptively manage the Strategic Plan over time.

While the duration of the plan is listed as 2018 through 2024, it is expected that most of the Goals, Objectives, and Strategies will be relevant beyond that 6-year horizon. Tactics and Sub-Tactics are more likely to shift over time as processes improve and work gets accomplished. Planning for the next version of the plan (2024 – 2030) is expected to begin in 2022.

Strategic Plan Teams

Goal 1: Demonstrate effective stewardship of Oregon's fish, wildlife, and their habitats

Goals/Objectives developed by: Ron Anglin and Ed Bowles (Leads), Brett Requa, Caren Braby, Chris Knutsen, Doug Cottam, Jeff Boechler, Mike Harrington, Nick Myatt, Bob Hooten, Russ Stauff, Tim Walters

Strategies/Tactics developed by: Bernadette Graham-Hudson (Lead), Jeff Yanke (East Region District Fish Bio), John McLaughlin (West Region Assistant District Wildlife Bio), Melody Waight (ASD Procurement/Contracts), Mouhamad Zaher (ISD Project Manager), Andrea Hanson (Wildlife Division Conservation Strategy Coordinator), Kevin Goodson (Fish Division Conservation Planning Coordinator)

Goal 2: Increase and diversify public participation in the use and enjoyment of Oregon's fish and wildlife resources

Goals/Objectives developed by: Bruce Eddy and Steve Marx (Leads), DeAnna Erickson, Manny

Farinas, Mike Gauvin, Ryan Couture, Tom Thornton, Tucker Jones

Strategies/Tactics developed by: Holly Huchko (Lead), Antonio Salgado (West Region Fish, STEP), Autumn Larkins (East Region Assistant District Wildlife Bio), Tim Akimoff (I&E Social Media), Gary Galovich (Fish Division Warmwater), Jennifer Ringo (Wildlife Division WSFR), Chris Willard (I&E R3)

Goal 3: Diversify, expand, and align funding with the work we do and the people we serve

Goals/Objectives developed by: Curt Melcher and Roger Fuhrman (Leads), Alan Ritchey, David Fox, Katelin Kannier, Jim Ruzycski, Scott Patterson, Tom Stahl, Tom Rien, John Seabourne, Liz Dreith

Strategies/Tactics developed by: Sarah Reif (Lead), Steve Niemela (West Region Conservation Bio), Elizabeth Osier-Moats (East Region Hydropower), Chris Willard/Jenny Ammon (I&E R3 and Partnerships), Anna Pakenham-Stevenson (Fish Division Water Program), John Seabourne (Fish Division Operations), Jennifer Ringo (Wildlife Division WSFR)

Goal 4: Improve our operational efficiency and ability to monitor and communicate performance

Goals/Objectives developed by: Shannon Hurn and Bill Herber (Leads), Anna Pakenham-Stevenson, Dan Erickson, David Jepsen, Erica Kleiner, Jon Germond, Ryan McCormick, Tom Friesen, Darren Clark

Strategies/Tactics developed by: Shaun Clements (Lead), Kelly Reis (West Region Assistant District Fish Bio), Jon Muir (East Region District Wildlife Bio), Adrienne Averett (East Region Mid-Columbia Recovery Plan), Katelin Kannier (Human Resources Deputy), David Fox (Marine Program Resource Assessment), Derek Broman (Wildlife Division Carnivore-Furbearer Program), Tavis Forrester (East Region Wildlife Research)

Agency Organization:

The Strategic Plan is best understood in the context of how ODFW is organized as an agency. ODFW's programs, offices, and people are widely distributed across the state. By necessity, this agency structure requires that management and business decisions be made in both a centralized (headquarters) and decentralized (regions) way. (See additional organizational charts.) Having a strategic plan helps employees at all levels, across the state, understand how their day-to-day functions fit into the Agency's strategic goals and helps them to make decisions based on the Agency's priorities.

Our Vision

ODFW is the recognized steward of Oregon's fish and wildlife resources with diversified funding that supports our mission.

Overarching Goal

Strengthen the Agency's ability to achieve its mission in rapidly changing environmental, social, and political climates. Improve our ability to align our resources with agency priorities, monitor and manage our performance, and enhance our ability to communicate with our customers, partners, and stakeholders.

Overarching Objective

Eliminate the need for a fee increase in 2021 and be in a position to consider reducing fees in 2019.

Goal 1 – Demonstrate effective stewardship of Oregon's fish, wildlife, and their habitats

Objective 1.1: Implement effective stewardship of Oregon’s fish, wildlife, and their habitats through sound science and addressing constituent needs

Strategy 1.1.1: Implement the priorities that are developed according to Strategy 4.1.2 and Administrative Divisions Outcome Based Management Plan ensuring the use of best available science, balanced by identified constituent needs, and with the goal of effective stewardship

- Tactic – Implement biennial work plans developed via Strategy 4.1.2 (*Process; All Staff from Regions and Divisions*)
- Tactic – Include priority actions identified in existing plans, including Oregon Conservation Strategy, and other fish or wildlife conservation plans (*Process; Regions, Divisions*)
 - Sub-Tactic – Programs/Projects will review existing plans when developing biennial work plans

Strategy 1.1.2: Identify full breadth of constituents (all Oregonians) so that we can use that information to communicate effectively, diversify our programs, adequately fund the Agency to support their interests, and incorporate them into our decision-making processes

- Tactic – Review demographic information (from census data) to better understand constituent base (*Process; Management Resources Division (MRD) Human Dimensions Coordinator*)
 - Sub-Tactic – Human Dimensions Coordinator will compile and analyze data
- Tactic – Conduct needs analysis for constituents, including researching values, attitudes, and behaviors of Oregonians in relation to fish, wildlife, and their habitats (*Product; Human Dimensions Coordinator*)
 - Sub-Tactic – Human Dimensions Coordinator will propose a methodology for engaging staff and surveying external constituents (focus groups, etc.)
 - Sub-Tactic – MRD will determine funding needs for the needs analysis and the Human Dimensions Coordinator will conduct the study
- Tactic – Use constituent needs analysis to inform stewardship strategies (including public processes identified in Strategies 1.2.2 and 4.1.1) (*Process; Directors Office, Regions, Divisions*)
 - Sub-Tactic – Fish and Wildlife Programs Team (or team delegated by FWT) will develop recommended strategies based on Human Dimensions Coordinator’s findings
 - Sub-Tactic – Executive Leadership Team (ELT) will review strategies for potential adoption into the Agency’s priorities
- Tactic – Repeat constituent needs analysis every two years to evaluate changing values and demographics (*Product; Human Dimensions Coordinator*)
 - Sub-Tactic – MRD will incorporate into work plan

Objective 1.2: Increase or maintain public satisfaction with ODFW as the agency responsible for protecting and managing fish, wildlife, and their habitats by 2020 (maintain at least a 65% level of satisfaction based on the 2016 public opinion survey)

Strategy 1.2.1: Communicate the work we accomplish to our constituents and the general public

- Tactic – Develop a communications plan for the Agency by 2019 (*Product; Led by Information and Education Division (I&E) through an interdisciplinary team*)
 - Sub-Tactic – Put dedicated resources toward development of the communication strategy/plan, including funding, personnel, and contractors (Director’s Office)
 - Sub-Tactic – Using data from Strategy 1.1.2, identify target audiences and priorities for sequencing plan implementation to target those audiences (Human Dimensions Coordinator and interdisciplinary team)
 - Sub-Tactic – Include use of data management systems currently in development (i.e., 4d-OR) as a resource to feed messages (MRD and interdisciplinary team)
 - Sub-Tactic – Develop focus groups made up of ODFW staff to collect input on enhanced communication tools
 - Sub-Tactic – Solicit feedback from staff to develop appropriate communications tools

including brochures for field staff, story maps, social media, town halls, TV/radio programs, etc. (Human Dimensions Coordinator and interdisciplinary team)

- Tactic – Identify key messages to target various audiences, with particular emphasis on the alternative funding issue (*Process; Conservation Policy Coordinator*)
 - Sub-Tactic – Key messages should include telling the agency story and demonstrating our stewardship, expertise, and responsiveness
 - Sub-Tactic – Include messaging around how decisions are made (including how science and public opinion informs management decisions)
 - Sub-Tactic – Involve staff from Regions, Divisions, and Director’s Office to ensure comprehensive messaging
- Tactic – Implement communications strategy/plan (*Process; I&E with all staff*)
 - Sub-Tactic – Dedicate resources toward implementation of the communication strategy/plan, including funding, personnel (representation from Divisions, Regions, I&E, MRD, etc.), and potentially contractors; implementation should include coordination, tracking, and reporting (*Director’s Office*)
 - Sub-Tactic – Integrate diverse communications skills as desired competencies in workforce strategies identified in Strategy 4.2.2 (*Human Resources, Hiring Managers, I&E*)
 - Sub-Tactic – Train staff on communication skills and talking points for key issues (*I&E*)
 - Sub-Tactic – Work with partner groups to amplify our message (*Region and Division staff*)

Strategy 1.2.2: Efficiently engage a broader constituency in ODFW’s public processes and continue to build trust through transparency

- Tactic – Identify barriers to participating in ODFW’s public processes (*Process; Human Dimensions Coordinator*)
 - Sub-Tactic – MRD Human Dimensions Coordinator will collect demographic data on constituents involved in current processes
 - Sub-Tactic – MRD Human Dimensions Coordinator will conduct analysis to identify who is not participating and why
- Tactic – Efficiently improve ways for people to engage ODFW (*Process; I&E with Human Dimensions Coordinator*)
 - Sub-Tactic – I&E will lead an external focus group to identify approaches for increasing public representation that make efficient use of staff time
 - Sub-Tactic – Review ODFW’s public processes for their utility and efficiency (*Interdisciplinary Team led by DO, Human Dimensions Coordinator*)
 - Sub-Tactic – Hold more effective public meetings (novel facilitation techniques, use of technology)
- Tactic – Improve transparency about management decision-making processes to build trust with our constituents (*Process; All Divisions, Regions*)
 - Sub-Tactic – I&E will work with RMT to publicize the decision-making processes in the Resource Management Framework (see Goal 4, Strategy 4.1.1)
- Tactic – Be proactive in the dissemination of information (*Process; I&E led, all staff*)
 - Sub-Tactic – Develop metrics for evaluating effectiveness of new public processes (*Human Dimensions Coordinator*)

Strategy 1.2.3: Implement a statistically valid public opinion survey by 2018 to have data by 2020

- Tactic – Initiate an interdisciplinary team to develop 2018 survey (*Product; Human Dimensions Coordinator*)
- Tactic – Use 2018 survey to gather baseline information, including refined questions to incorporate human dimensions, information about dissatisfaction, etc. (*Process; Human Dimensions Coordinator with an interdisciplinary team*)
- Tactic – Review and refine public opinion survey through work group process every two years (*Process; Human Dimensions Coordinator with an interdisciplinary team*)

Strategy 1.2.4: Review issues that are resulting in dissatisfied public (Strategy 1.2.3) to determine how dissatisfaction should be addressed

- Tactic – Investigate causes of dissatisfaction (*Product; Human Dimensions Coordinator*)
 - Sub-Tactic – MRD Human Dimensions Coordinator will provide dissatisfaction report to ELT/RMT
- Tactic – Identify and prioritize ways to improve satisfaction, including potential communication tactics and improved stewardship (*Process; ELT/RMT with I&E to adjust communication plan*)
 - Sub-Tactic – Managers will review the dissatisfaction report with division and field staff and identify potential solutions
 - Sub-Tactic – ELT/RMT will determine appropriate actions

Objective 1.3: ODFW will provide leadership on five focal regional and/or statewide issues that affect fish and wildlife by 2022

Strategy 1.3.1: FWT will identify potential focal issues for prioritization (*Product; FWT will roll up based on recommendations from Divisions, Regions*)

- Tactic – Review existing issues or problems including looking back—how to prevent common issues
 - Potential focal issues for prioritization:*
 - Access issues for hunters and anglers/maintaining access to public lands and commercial timberlands
 - Recruitment and retention as they relate to access issues
 - Water withdrawals and impacts on fish and wildlife
 - Ocean acidification
 - Evaluate climate change scenarios as they specifically relate to water availability, temperature thresholds, fire risk, future habitat loss and restoration alternatives, changing species distributions, altered food web dynamics, altered disease risk, etc.
 - Connectivity of landscape/habitat and fish and wildlife populations
 - Marine mammal and avian predation
 - Mitigation banking
- Tactic – Review priorities identified in Goal 4 as potential focal issues for leadership
- Tactic – Identify additional focal issues by surveying staff
 - Sub-Tactic – FWT will work with the MRD Human Dimensions Coordinator to conduct survey or other method for gathering information

Strategy 1.3.2: Vet potential focal issues using established criteria; criteria should be used by ELT and FWT for identification and prioritization of issues

- Tactic – Use the criteria identified by staff to prioritize focal issues (*Process; ELT/FWT*):
 - What level of short-term and long-term impact does this have to fish and wildlife and habitat?
 - Is the issue preventing us from meeting our mission (i.e., loss of habitat)?
 - Is it an urgent/time sensitive issue?
 - Is there an urgent conservation risk?
 - Can ODFW provide leadership in this issue? Is this in the scope of our agency mission, and is there a need for leadership?
 - Can progress be made within a five year time period?
 - Is it a broad scope across the state of Oregon or regionally?
 - How does the issue affect both conservation and utilization?
 - Is the issue desired by or important to ODFW constituents (all Oregonians)

Strategy 1.3.3: ELT and RMT will review top 10 focal issues to identify five in which to take a leadership role

- Tactic – Look for balance among fish, wildlife, conservation, and habitat issues (*Process; ELT/RMT*)

Strategy 1.3.4: Maintain agency leadership in five focal issues by replacing focal issues as they

are resolved or as priorities change

- Tactic – Review the focal issues list (see Strategy 1.3.2) at the January joint ELT/RMT meeting, annually (*Process; ELT/RMT*)
- Tactic – Maintain list of alternate focal issues to review as issues are resolved (*Process; FWT*)
- Tactic – Conduct a post-project assessment to evaluate how actions succeeded, or if they didn't, what needs to be changed to meet objectives (*Process; ELT/RMT*)

Strategy 1.3.5: Exhibit leadership on focal issues

- Tactic – Dedicate resources toward taking leadership in the focal issues, including new funding (as identified in Goal 3) or shifting staff, if possible (*Process; Director's Office, Program Managers, Conservation Policy Coordinator*)
 - Sub-Tactic – FWT will develop recommendations for ELT consideration
- Tactic – Consult with other states on strategies for addressing issues (*Process; Issue Leads or AFWA/WAFWA Reps*)
 - Sub-Tactic – Focal issue lead will coordinate consultation
- Tactic – Include progress and results in the communication plan (Strategy 1.2.1) (*Product; I&E and Issue Leads*)

Goal 2 – Increase and diversify public use and enjoyment of Oregon's fish and wildlife resources

Objective 2.1: Increase the proportion of Oregonians participating in fish and wildlife viewing from 47% of all Oregonians to 50% by December 31, 2021

Strategy 2.1.1: Determine audiences that have the highest interest in fish and wildlife viewing and investigate how to recruit them to the activity

- Tactic – Conduct research to identify priority target audiences to focus resources (*Process; Human Dimensions Coordinator*)
 - Sub-Tactic – MRD Human Dimensions Coordinator will develop proposals and cost estimates
 - Sub-Tactic – ELT/RMT will prioritize for implementation
- Tactic – Determine how to make wildlife viewing personally relevant to members of target audiences (*Process; Human Dimensions Coordinator*)
 - Sub-Tactic – MRD Human Dimensions Coordinator will develop proposals and cost estimates
 - Sub-Tactic – ELT/RMT will prioritize for implementation

Strategy 2.1.2: Develop new and enhance current fish and wildlife viewing opportunities

- Tactic – Pre-evaluate all tactics within this strategy in terms of public response and participation, cost, and efficiency (*Process; Led by Human Dimensions Coordinator, consulting with I&E & Wildlife Area Operations Coordinator*)
 - Sub-Tactic – Human Dimensions Coordinator will work with project leads to determine the cost/benefit and decide whether and how to proceed
- Tactic – Host workshops and fish and wildlife viewing courses similar to Hunter Ed (*Process; I&E, Field Staff*)
 - Sub-Tactic – I&E and FWT will engage field staff to identify opportunities
 - Sub-Tactic – FWT will incorporate into biennial priority setting as appropriate
 - Sub-Tactic – Implement 3 wildlife viewing workshops across the state by 2021 (*Product; I&E Coordinates and Field Staff Host Event*)
- Tactic – Recruit and train volunteers to lead guided hikes at ODFW areas (*Process; Volunteer coordinator, WMA staff*)
 - Sub-Tactic – Volunteer Coordinator will coordinate implementation
- Tactic – Improve wildlife viewing opportunities without disturbance to fish and wildlife

populations using funds from Goal 3 (*Product; Led by Wildlife Area Operations Coordinator, coordination with Willamette Wildlife Mitigation Program, Wildlife Area Managers, and Districts*)

- Sub-Tactic – Develop new wildlife viewing facilities—platforms, blinds, trails
- Sub-Tactic – Create better access and interpretive signs/resources at existing ODFW properties; I&E will coordinate development of material for high-priority properties listed in 4.4.1 (*Product; I&E, WMA staff, Wildlife Area Operations Coordinator*)
- Tactic – Make use of new technologies to bring the outdoors and fish/wildlife viewing to people (*Product; I&E*)
 - Sub-Tactic – Consider live-streaming webcams, Virtual Reality, Drones, GoPro
 - Sub-Tactic – Develop podcast, ‘Field Trip’ app, or similar tool to guide people through ODFW properties using digital media that can pair with new informational signs/resources
 - Sub-Tactic – I&E will coordinate development of material for high-priority properties listed in Strategy 4.4.1

Strategy 2.1.3: Increase promotion of opportunities to view fish, wildlife, and ODFW’s conservation efforts by 2018

- Tactic – Secure or dedicate specific funding to continue marketing for fish and wildlife viewing (*Process; Conservation Policy Coordinator with I&E*)
- Tactic – Consider, and incorporate as appropriate, all tactics listed below during development of Communications Plan (*Process; I&E*)
- Tactic – Test specific messaging with each audience for most efficient marketing/promotion of opportunities (*Process; Human Dimensions Coordinator led, help by I&E Web and Social Media*)
 - Sub-Tactic – I&E will develop proposals and cost estimates for different applications, which may include but are not limited to “gamifying” apps for younger audience
 - Sub-Tactic – I&E will prioritize apps for testing contingent on funding
 - Sub-Tactic – I&E will work with MRD Human Dimensions Coordinator to develop test metrics
- Tactic – Promote existing resources and form new partnerships to disseminate opportunities for fish and wildlife viewing to larger number of users (e.g., iNaturalist app, Audubon/birding resources, Recreational Boating and Fishing Foundation, Travel Oregon, school curriculums) using Communication Plan in Goal 1 (*Process; I&E with help from Information Services Division (ISD)*)
 - Sub-Tactic – Continue and increase “Conservation Conversations”; live-stream from field with partners and interesting topics to engage customers on interesting species, habitats, and seasonal attractions (e.g., salmon spawning, elk rut, and bird migration)
- Tactic – Create new ad campaign/brochure targeting hunting or wildlife watching near major metropolitan areas similar to “50 places to fish near XXXXX” (*Product; I&E/Contracted Services*)
 - Sub-Tactic – I&E will coordinate development and implementation of campaign
- Tactic – Partner on local fish/wildlife culinary events which would offer ‘locavore’ dinner/wine/beer events and highlight the ‘bounty of Oregon’ and fish and wildlife watching tours/speakers (*Product; I&E coordinates with Local staff support to implement*)
 - Sub-Tactic – I&E will work with ODFW areas to assess feasibility and likely return on investment

Objective 2.2: Increase participation in hunting, fishing, and shellfishing by 3.75% by December 31, 2021

Strategy 2.2.1: Continue implementation of strategies in the Department’s R3 (recruitment, retention, and reactivation) Action Plan

- Tactic – Make sure every participant knows what they need to participate, how to do the activity, and is provided a seamless licensing system that forms relationships with that customer (*Process; Led by I&E Recruitment, Retention, and Reactivation (R3) Coordinator with support from Regions and Divisions*)

- Tactic – Conduct research that identifies priority target audiences ODFW is currently lacking so we can target “low hanging fruit” to increase participation (*Process; HD/Contracted Services, I&E R3 Coordinator*)
 - Sub-Tactic – MRD Human Dimensions Coordinator will develop proposals and cost estimates
 - Sub-Tactic – ELT/RMT will prioritize for implementation
- Tactic – Determine audiences that are most interested to participate in fishing/hunting/shellfishing and evaluate how ODFW can make these activities personally relevant and motivate them to participate (*Process; HD with help from I&E*)
 - Sub-Tactic – MRD Human Dimensions Coordinator will develop proposals and cost estimates
 - Sub-Tactic – ELT/RMT will prioritize for implementation
- Tactic – Partner with a variety of user groups on outings where new users would buy licenses (*Process; Wildlife and Fish Divisions with help from I&E*)
- Tactic – At events, train these partner groups to use the new online licensing system so it’s easy for different user groups to participate (*Process; Wildlife and Fish Divisions, ASD*)
 - Sub-Tactic – I&E will coordinate with F&W staff to develop concepts with user groups
- Tactic – Target newcomers to OR to make them aware of hunting/angling opportunities and how to participate (*Process; I&E with Fish and Wildlife Division*)
 - Sub-Tactic – Collaborate with other agencies/Travel Oregon on Welcome to OR packet
 - Sub-Tactic – Create ‘New to Oregon’ page on myodfw.com (I&E)
- Tactic – Explore other vendors and partners (e.g., Oregon State Marine Board, Oregon Parks and Recreation Department, National Parks Pass, Northwest Forest Pass) that could sell hunting/angling license as part of their licensing or sales (*Process; MRD*)

Strategy 2.2.2: Maintain high quality (abundant resources, uncrowded, aesthetically pleasing) access experience for all user groups of anglers and hunters

- Tactic – Offer special hunts or fishing opportunities on ODFW properties for minority or disabled user groups (*Product; Districts, Hatcheries, Wildlife Area Managers, A&H Coordinators, R&E and Divisions*)
 - Sub-Tactic – Watershed managers will coordinate with staff and Divisions to determine priority and implement
- Tactic – Obtain new high value fishing/hunting opportunity lands and/or landowner access agreements for continued public access consistent with priorities in Goal 4 (*Product; Regions, Divisions, ASD*)
 - Sub-Tactic – FWT will solicit input on opportunities and priorities for acquisition and incorporate into planning in Goal 4
- Tactic – Have maps and resources on private land access at local offices (*Product; MRD GIS coordinate with local offices, as needed*)
 - Sub-Tactic – MRD will coordinate with local offices to produce maps
- Tactic – Implement priority projects at ODFW access sites identified in Strategy 4.4.1 to provide visitors a high quality experience (e.g., interpretive signs, clean, updated, ADA accessible bathrooms, parking, paths, trash service, etc.) (*Process; Facility/Property Manager*)
 - Sub-Tactic – District staff will coordinate with engineering and/or I&E to implement facility upgrades
- Tactic – Advocate for statutory clarity on access such as navigability issues/public waters and right of ways (*Process; DO*)
- Tactic – Promote concept of “Open Seat” for anglers (allows anglers with vacant spot in boat to take on passenger) through easy to share digital venue if possible (*Process; I&E*)
 - Sub-Tactic – I&E will develop concept, look into liability, and provide cost estimates for ELT approval

Strategy 2.2.3: Increase the number of first time hunters by 2%, anglers by 4% and shellfishers by 5% by December 31, 2021

- Tactic – Reduce financial barriers to participation (*Process; MRD, I&E*)
 - Sub-Tactic – Incentive program: if you buy a license and bring a first time angler/hunter to

- buy a license, you both get XX discount on your license (*MRD*)
- Sub-Tactic – Develop partnership with a third party for loaner gear programs (*MRD*)
- Sub-Tactic – Monetary/prize incentive (e.g., “new buyer” rate for licenses: <http://dnr.wi.gov/Permits/nonresnewbuyerlicense.html>) (*MRD*)
- Sub-Tactic – Develop sponsor partners like Cabelas/BiMart/Sportsman’s Warehouse/NSIA to offer discounts to buy gear and stay engaged (*I&E*)
- Tactic – Develop and expand “take a friend hunting” contest to fishing (*Product; I&E*)
- Tactic – Develop promotional combo license with a partner retailer that does not normally sell licenses (e.g., REI) (*Product; MRD and I&E*)
 - Sub-Tactic – I&E will develop concept and cost estimates for ELT approval
- Tactic – Promote existing materials and continue to develop new resources for first time anglers/hunters (what is legal where, what license/tags/gear needed) (*Product; I&E*)
 - Sub-Tactic – I&E will develop concept and cost estimates for ELT consideration
- Tactic – Develop app for helping new and continuing hunters and anglers understand the regulations easily
 - Sub-Tactic – MRD will develop concept and cost estimates for ELT consideration
- Tactic – Continue to simplify and improve regulations without losing important information (*Product; Division & Region led with an interdisciplinary Team*)
 - Sub-Tactic – Rec fish leads angling reg simplification with an interdisciplinary team
 - Sub-Tactic – Region leads hunting reg simplification with an interdisciplinary team
- Tactic – Offer special seasonal events to get first time participants engaged/comfortable before participating (e.g., big game/fish butcher dinner: people can come see how to break down animal, how to package/prepare and taste it before hunting/fishing, and coastal clam harvest/clam bake); could offer discounted license with registration to event (*Product; I&E coordinates with Field Staff*)

Strategy 2.2.4: Increase customer retention by maintaining churn rates of hunters at a maximum of 15%, anglers at a maximum of 25%, and shellfishers at a maximum of 35% by December 31, 2021

- Tactic – Re-establish contact with hunters/anglers who have lapsed with reminders/info on current opportunities (*Process; Division led MRD*)
 - Sub-Tactic – Divisions will work with MRD to develop auto-contact capability in the license system
- Tactic – Examine feasibility of auto-renewal of licenses as an option for license holders (*Process; ASD*)
- Tactic – Make license renewal/purchase more user friendly (new licensing system in the works) and create eLicense (*Process; MRD*)
 - Sub-Tactic – MRD will complete the license improve project and integrate with 4d-OR
- Tactic – Promote and utilize existing “where to, how to” angling and hunting resources throughout social media and website, and continue to make this information easy to access on new ODFW website (*Process; I&E, Rec fish/Hunting program leads*)
 - Sub-Tactic – I&E will coordinate with region staff to develop and distribute material consistent with the communication plan
- Tactic – Keep current hunters, anglers, and wildlife watchers engaged with the activities and ODFW throughout the year by using targeted emails, webpage updates, and marketing materials (*Process; I&E, Rec fish/Hunting program leads, Districts*)
 - Sub-Tactic – I&E will coordinate with region staff to develop and distribute material consistent with the communication plan

Strategy 2.2.5: Increase flexibility to tailor fees so the department can capitalize on opportunities and promotional events

- Tactic – Review efforts of other agencies that have obtained flexibility in fee setting (e.g., AGFD, Oregon State Parks) (*Process; Directors office, MRD*)
 - Sub-Tactic – MRD will review and develop recommendations for moving initiative forward then ELT will decide on next steps

Strategy 2.2.6: Incentivize ODFW licenses with monetary and convenience enhancements to customers to increase and retain customers

- Tactic – Examine options and give promotional/discounted licenses where feasible (*Process; MRD*)
 - Every 5 years, you get a discount if you renew annually
 - Offer a “price lock” where hunters and anglers that buy a license every year can lock in the first year’s prices for licenses, tags, and permits for a specified number of years (e.g., 5 years); see <https://idfg.idaho.gov/licenses/pricelock>
 - Offer a multi-year license for slightly reduced cost
- Tactic – Monthly auto-withdrawal for customers instead of annual big hit for purchase of license package (*Process; MRD, ASD*)
 - Sub-Tactic – MRD will coordinate feasibility assessment and implementation
- Tactic – Offer unique opportunities and special tags while making sure regulations stay as simple as possible when promoting new opportunities (bonus fish, one trophy fish, any deer in certain unit, statewide tag, rifle or archery tag for species) (*Product; Divisions*)
 - Sub-Tactic – Micromarketing of premium hunts/fishery tags with tailored emails to customers to reduce burden on DBs but promote additional opportunities
- Tactic – Have licenses that aren’t tied with calendar year, multi-year licenses (*Process; MRD, ASD*)
 - Sub-Tactic – MRD will coordinate feasibility assessment and implementation
- Tactic – Simplify the license structures to make it easy and convenient to apply for and purchase licenses and tags (*Process; ASD*)
 - Sub-Tactic – MRD will coordinate feasibility assessment and implementation
- Tactic – Provide mobile-friendly sales channel for licenses instead of paper license (*Process; ASD*)

Objective 2.3: Increase diversity of customers to represent social demographic trends in Oregon to include gender, age, and ethnicity

Strategy 2.3.1: Develop marketing tools that can target specific groups (urban, different age groups, gender, and ethnicity)

- Tactic – Analyze data collected on target audiences under Objectives 1.1 and 2.1 to identify customers and potential or underrepresented customers. Use this information to target outreach to underrepresented populations (*Process; Human Dimensions Coordinator*)
 - Sub-Tactic – MRD Human Dimensions Coordinator will conduct analysis and report to ELT/RMT for consideration of next steps
- Tactic – Develop and deliver creative materials that incorporate tested messaging (based on primary motivators) and that depict a broad diversity of participants to target audiences through advertising, promotions, and events (*Product; I&E, Human Dimensions Coordinator*)
 - Sub-Tactic – I&E and MRD will coordinate to develop concepts for implementation
- Tactic – Establish baseline on how we will evaluate success of reaching customers by implementing a method to measure ethnic diversity and establish objectives by 2021 (USFWS 5 year survey or other) (*Product; Human Dimensions Coordinator*)
 - Sub-Tactic – I&E and MRD will coordinate to develop metrics of success

Strategy 2.3.2: Use new or existing ODFW programs to target specific groups to reflect constituent social demographics (urban, different age groups, gender, and ethnicity)

- Tactic – Use ODFW social media, create workshops, and host trips and meetup opportunities for underrepresented groups of hunters and anglers to build connections for mentorships and community (*Products; I&E, Diversity Committee*)
 - Sub-Tactic – Expand customer base in Latino communities using bilingual regulations, events, and social media
 - Sub-Tactic – Use focus groups to identify target group needs and opportunities
 - Sub-Tactic – Expand female customer base by connecting with other partners. <http://blog.nwf.org/2017/04/artemis-sportswomens-coalition-launching-soon/>

- Tactic – Create more partnerships to reach into diverse communities around the state (*Process; Led by I&E, Fish Recreational Program, and Wildlife Game program*)
 - Sub-Tactic – See list in appendix for potential partnership groups
- Tactic – Build on “locavore” movement to attract non-traditional groups to hunting, fishing, and shellfishing (*Process; I&E*)
 - Sub-tactic – Partner with existing local food initiatives to market hunting/fishing/shellfishing opportunities (combining with foraging)

Goal 3 – Diversify, expand, and align funding with the work we do and the people we serve

Objective 3.1: Align budgets with ODFW conservation/management priorities beginning with the 2019-2021 Biennium

Strategy 3.1.1: Build an Agency Requested Budget that is based on the Agency’s priorities, recognizing the constraints of fund type

- Tactic – Revise the Agency’s ‘Program Prioritization List’ (which ranks Detailed Cross References (DCRs); see Budget Program Prioritization) to better align with the high-level fish and wildlife management priorities identified via Strategy 4.1.2 (*Product; Led by Division Operations Managers and Regional Managers, support from MRD, approval from ELT/RMT*)
 - Sub-Tactic – In summer/fall of odd-numbered years, MRD and Divisions crosswalk the DCR rankings with the Agency’s high-level priorities identified via Strategy 4.1.2, and gather concurrence from Regional Managers
 - Sub-Tactic – ELT reviews/approves the Program Prioritization List
- Tactic – Align positions within the Agency’s DCRs
 - Sub-Tactic – In summer/fall of odd-numbered years, RMT revise/align positions within Detailed Cross References to better align with biennial work plans identified via Strategy 4.1.2 and seek approval from ELT
- Tactic – Within each DCR, develop a priority list of programs and positions based on the biennial, priority work plans identified via Strategy 4.1.2 to help inform decisions regarding program additions and reductions (*Products; ELT/RMT, Regional Managers and Program Managers, Divisions*)
 - Sub-Tactic – RMT (or interdisciplinary team) recommends criteria for spending within discretionary fund types and criteria for determining position reductions, ELT reviews/approves
 - Sub-Tactic – In fall of odd-numbered years, Regional Managers and Program Managers work with Divisions to prioritize programs and positions within each DCR
 - Sub-Tactic – ELT reviews/approves program/position prioritization lists for each DCR
 - Sub-Tactic – In Jan/Feb of even-numbered years, MRD, Divisions, and Regions use the list of prioritized programs/positions to inform reductions and additions
- Tactic – Reconcile position lists within the budget structure with the biennial work plans, including decisions about Policy Option Packages and how base budget will be spent
 - Sub-Tactic – In fall of odd-numbered years, Regions and Divisions will complete reconciliation and make recommendations regarding POPs and base budget expenditure
- Tactic – Develop the Agency Requested Budget using the budget structure and position priorities outlined above
 - Sub-Tactic – By February of even-numbered years, the Director’s Office, Divisions, and Regional Leadership will coordinate development
- Tactic – Once the Agency Requested Budget is advanced to the Governor’s Office, ODFW’s Executive Leadership Team communicates back to staff how the agency priorities informed program reductions and additions
 - Sub-Tactic – ELT will work with RMT to communicate information to all staff

Objective 3.2: Increase revenue from ODFW customers (hunters, anglers, viewers, supporters, outdoor recreationists) by 15% by June 30, 2019

Strategy 3.2.1: Expand the market of voluntary products and incentives for ODFW customers

- Tactic – Enlist expertise from the product marketing sector, using customer research from Goal 1 to evaluate potential products where the benefit is greater than the cost (*Process; Led by I&E R3 Coordinator with Contracted Services*)
- Tactic – Continue to support hunters and anglers by developing new products and opportunities that meet their needs (*Products; Led by I&E R3 Coordinator with contracted services and Human Dimensions Coordinator*)
 - Sub-Tactic – I&E R3 Coordinator creates an interdisciplinary team that evaluates staff recommendations and prioritizes the list of opportunities (e.g., early notification of hunt draw results, bonus point protections, etc.)
- Tactic – Identify and implement new monetized products and incentives for wildlife viewers, supporters, and outdoor recreationists
 - Sub-Tactic – Conservation Policy Coordinator creates an interdisciplinary team that evaluates staff recommendations (e.g., ‘I Support Wildlife’ memberships, wildlife viewing event fees, etc.)

Objective 3.3: Diversify and increase base funding for ODFW by 15% by June 30, 2019

Strategy 3.3.1: Develop sufficient public support to pass a sustainable conservation funding measure through the legislature or ballot by 2019

- Tactic – Build a coalition of conservation groups in support of the Alternative Funding Task Force (House Bill 2402) recommendations and coordinate outreach activities (*Process; Conservation Policy Coordinator*)
- Tactic – Develop a communication and marketing plan specific to the alternative funding issue that helps increase public awareness of ODFW income sources, constraints, and needs (*Product; Conservation Policy Coordinator with I&E*)
- Tactic – Prepare for increased position authority in the event an alternative funding measure is successful (*Process; Director’s Office, MRD, Divisions, Regions*)

Strategy 3.3.2: Evaluate other alternative funding initiatives to support ODFW’s work

- Tactic – Work through with the National Wildlife Federation to generate Oregon congressional delegate support for the bipartisan Recovering America’s Wildlife Act (*Process; Conservation Policy Coordinator*)
- Tactic – Identify strategies for the use of new federal funds based on ODFW’s conservation priorities as identified in Goal 4, and in alignment with Oregon’s Alternative Funding Task Force recommendations (*Process; FWT, ELT, Divisions, Regions*)
- Tactic – Build support among stakeholder groups for climate change adaptation funding (*Process; Conservation Policy Coordinator*)

Strategy 3.3.3: Track staff time to document costs and recover expenses from other executive agencies as described by HB3315

- Tactic – Adopt rules implementing House Bill 3315 for adoption by the Oregon Fish and Wildlife Commission by January 1, 2016 (*Product; MRD*)
- Tactic – Create the Online Task Tracking Information System (OTTIS) and beta test by June 2017 (*Product; MRD*)
- Tactic – Deploy OTTIS across the Agency by March 2018 (*Process; MRD led, all staff*)
- Tactic – Develop statements and submit invoices to other executive agencies as described in HB3315 beginning on July 1, 2019 (*Products; MRD*)
- Tactic – Use these data to tell help tell the story of ODFW’s conservation and management work as described in Goal 1 (*Process; I&E with help from Divisions, Regions*)

Strategy 3.3.4: Find mechanisms to charge the general public directly for ODFW services

- Tactic – Evaluate a fee schedule to charge members of the public requesting ODFW’s review of permits that are not associated with other agencies’ review processes (i.e., county riparian landscape plans, or deer winter range variances) (*Process; Divisions*)
- Tactic – Evaluate cost recovery for loaning ODFW equipment or staff site visits (*Process; Divisions, Regions*)
- Tactic – Collect a share of revenue from third-party mobile apps providing hunting, fishing, and wildlife viewing information (*Process; ASD*)
 - Sub-Tactic – ASD will evaluate ability to monetize agency data via API’s
 - Sub-Tactic – MRD will work with an interdisciplinary team to incorporate API development into 4d-OR to share certain data with app developers
- Tactic – Enlist expertise from the product marketing sector, using customer research from Goal 1 to evaluate potential services that would generate worthwhile revenue (*Process; I&E R3 Coordinator with contracted services*)

Objective 3.4: Develop ODFW fundraising efforts to expand and diversify grant funding sources by 15% and increase donation revenue by 25%

Strategy 3.4.1: Evaluate cost/benefit of hiring a development coordinator to achieve objective versus relying on existing agency staff

- Sub-Tactic – MRD will determine whether the evaluation should be conducted using staff or contracted services and incorporate into biennial work plan as appropriate

Strategy 3.4.2: Stabilize programs by diversifying with 15% in new grant sources by June 30, 2019

- Tactic – Increase staff awareness of upcoming grant opportunities that align with agency priorities, and allocate staff time and skill sets in pursuit of grants (*Product; Partner or Contracted Services*)
- Tactic – Ensure adequate capacity for grant management (limitation, accountability for grant requirements, compliance, fiscal responsibility) (*Process; MRD, Division Operations Managers*)
- Tactic – Capitalize on partner organization’s capacity in successful grant-writing (*Process; MRD, Division Operations Managers*)

Strategy 3.4.3: Increase donations to ODFW 25% by June 30, 2019

- Tactic – Strengthen agency protocols and evaluate authority for accepting donations (*Process; ASD, MRD*)
- Tactic – Improve solicitation of donations using new methods and technologies (*Products; MRD with interdisciplinary team*)
- Tactic – Expand relationships with non-profit partners to fundraise for ODFW’s priorities (*Process; Conservation Policy Coordinator, Conservation Strategy Program*)
- Tactic – Generate corporate sponsorships that align with ODFW’s mission and help advance ODFW’s priorities, using ideas generated by staff and on file with strategic plan team (*Process; Conservation Policy Coordinator with Contracted Services*)

Goal 4 – Improve our operational efficiency and ability to monitor and communicate performance

Objective 4.1: Implement Agency-wide system for defining, prioritizing, and internally communicating agency work by December 31, 2018

Strategy 4.1.1: Develop and implement frameworks to guide publically informed and science-based natural resource decision-making that take into account potential future conditions

- Tactic – Develop and implement a Resource Management Framework (RMF) that defines

agency core functions and responsibilities then links, organizes, and prioritizes all aspects of ODFW and OFWC responsibilities by July 2019 (*Product; Tom Stahl, ELT/RMT*)

- Sub-Tactic – Lead will finalize draft of RMF and present for review at ELT/RMT. The RMF should identify authorities, authorizations, and an explicit process for decision-making that accounts for plausible future conditions such as those associated with climate change and human development
- Sub-Tactic – Review existing OARs, then modify or develop new OARs to make administrative rules consistent with the RMF (Lead with an interdisciplinary team)
- Sub-Tactic – Review proposal at ELT/RMT
- Sub-Tactic – Obtain public input and take to Commission for adoption
- Tactic – Develop and implement a Science Framework to clearly define and coordinate research, monitoring, and analyses needed to execute agency resource management responsibilities and priorities by July 2019 (*Product; Shaun Clements, Derek Broman, Darren Clark, Bernadette Graham-Hudson*)
 - Sub-Tactic – Lead will finalize draft Science Framework and incorporate feedback from fish and wildlife science staff and FWT
 - Sub-Tactic – Lead will present ELT with options for implementing changes recommended in the framework
 - Sub-Tactic – Review existing research programs for opportunities to improve consistency with the Science Framework
 - Sub-Tactic – Prioritize work and funding to align programs with Science Framework and agency priorities
 - Sub-Tactic – Continue working with staff to increase understanding of the Science Framework and the value to them

Strategy 4.1.2: Develop and communicate tiered priorities for managing fish and wildlife based on this Strategic Plan by July 2019

- Tactic – Develop high-level (6 years) agency priorities that will contribute to achieving the agency vision (*Process; Division Admin and Regional Managers, ELT/FMT*)
 - Sub-Tactic – In summer 2018, Division Administrators and Regional Managers solicit input from FWT to develop five high-level priorities (each) for fish and wildlife. (*Priorities for Regions and Divisions within Fish and Wildlife Management should be complementary.* These are separate from the focal issues (Obj 1.3) which are more narrow in focus)
 - Sub-Tactic – ELT reviews/approves high-level priorities
 - Sub-Tactic – Beginning fall 2019 and every two years thereafter, use the high-level priorities to inform the biennial budget process as described in Goal 3
- Tactic – Involve all staff in development of biennial work plans that are consistent with the high-level priorities (*Process; Deputy Directors, Division Leadership, Regional Leadership, FWT*)
 - Sub-Tactic – Contract facilitation services to moderate process
 - Sub-Tactic – In January of odd numbered years, Division and Regional leadership solicit biennial work plans from programs/watershed managers based on high-level agency priorities
 - Sub-Tactic – Programs/watershed managers solicit input from staff to develop biennial work plans based on high-level agency priorities. Plans should also identify major tasks that will NOT get done as a result of prioritizing
 - Sub-Tactic – FWT filters and synthesizes biennial work plans across the Agency by start of new biennia
 - Sub-Tactic – Discuss and Coordinate biennial work plans at annual meetings (e.g., bio meetings and watershed meetings)
- Tactic – Repeatedly and transparently communicate to staff the Agency Strategic Plan and priorities (*Process; Managers, I&E*)
 - Sub-Tactic – I&E will solicit staff input on ways to re-communicate division/region, program/project/individual priorities throughout the biennia in multiple venues (e.g., INSIDE, staff login page, email, Performance evaluations, staff meetings)
 - Sub-Tactic – MRD will populate and maintain work plan actions in 4d-OR
 - Sub-Tactic – Managers will ensure that program and project priorities and non-priorities are clearly communicated to employees and connected to staff duties (e.g., staff meetings, Performance Evaluations, etc.)

Strategy 4.1.3: Track progress on work plans and adapt approaches as needed by July 2021

- Tactic – Report on outcomes of work plans (*Process; Managers, Compiled by Divisions/Regions*)
 - Sub-Tactic – Use annual Performance Evaluation meeting to report on individual progress on work plans
 - Sub-Tactic – Incentivize managers to get to a 90% completion of annual performance evaluations (*DO, Human Resources*)
 - Sub-Tactic – Produce Division/Region biennial summary reports to document progress and barriers on biennial priorities
 - Sub-Tactic – I&E will prepare biennial summary reports for distribution to staff and constituents
 - Sub-Tactic – Document work plan actions and outcomes in 4d-OR
- Tactic – Identify external barriers to implementation of work plans (*Process; FWT*)
 - Sub-Tactic – Program managers report barriers to FWT
 - Sub-Tactic – FWT identifies barriers that can/should be addressed through agency action and focuses resources and efforts in those areas
- Tactic – Identify internal bottlenecks to implementation of work plans (*Process; Human Resources, Human Dimensions Coordinator, FWT*)
 - Sub-Tactic – Conduct annual or biennial anonymous survey of staff to determine the barriers for them to implement priority work (Human Resources with Human Dimensions Coordinator)
 - Sub-Tactic – FWT identifies barriers that can/should be addressed and focuses resources and efforts in those areas
 - Sub-Tactic – ELT conducts annual or biennial review of progress based on summary reporting, OTTIS data, FWT recommendations, and staff surveys to evaluate options for improving efficiency and effectiveness. Solutions may include, but are not limited to: addressing personnel issues, structural changes in authority, improving technology, or creating short term multidisciplinary teams/taskforce to improve performance or identify solutions

Objective 4.2: Ensure the department has a diverse workforce with the skills, culture, and capacity needed to tackle current and future needs

Strategy 4.2.1: Foster an organizational culture of professional success and innovation by July 2021

- Tactic – Create categories in OTTIS to track priority and non-priority work (*Process; MRD*)
- Tactic – Assess and align employee workload with program/project work plans (*Process; All managers, FWT*)
 - Sub-Tactic – Utilize DAS Management Competencies when implemented to provide managers with the tools needed to focus and empower staff
 - Sub-Tactic – Use the manager/employee goal setting and performance evaluation process to link annual work goals to biennial work plans. Process should also document which duties will not be performed to allow focus on priorities
 - Sub-Tactic – FWT will review a list of working groups, advisory boards, etc. that ODFW staff participate in and review the appropriate level of involvement with staff based on workload and value to the mission and priorities
- Tactic – Develop incentives or opportunities to promote and recognize high performance to create a culture of success (*Process; RMT*)
 - Sub-Tactic – RMT will solicit a volunteer among staff to develop employee recognition concepts, using staff input
 - Sub-Tactic – RMT will work with HR to prioritize and implement recommendations
- Tactic – Managers will be trained and required to implement practices that encourage a professional work environment (*Process; Human Resources*)
- Tactic – The Agency will continue to foster a safe work environment (*Process; ELT/RMT, Safety Coordinators, Safety Committees, Safety Officers*)

Strategy 4.2.2: Implement a workforce strategy and succession plan by July 2021

- Tactic – Identify competencies needed to meet long term goals
 - Sub-Tactic – RMT and HR will solicit volunteers to coordinate the analysis
- Tactic – Identify skill/talent/diversity gaps in the Agency and utilize Workday (HR management software) where viable to gather information
- Tactic – Identify positions as a focus for succession planning
 - Sub-Tactic – Managers will submit a list to RMT each biennium
 - Sub-Tactic – RMT will finalize list
- Tactic – Develop recruitment/retention/training/succession plans for each core function identified in the RMF. The plan should outline our approach to use the data collected in the previous three tactics
 - Sub-Tactic – ELT will coordinate with HR to form an IDT to guide development of these plans. Recruitment plan should, at a minimum, 1) ID how the Agency will transition from current position structure to a desired future position structure for each core function, and 2) provide guidance to hiring managers with respect to consistency in hiring staff, and ensuring that new recruits have potential to contribute beyond initial position requirements

Strategy 4.2.3: Improve ability to increase or shift capacity to address biennial work plans by July 2019

- Tactic – Develop administrative process to re-deploy unused PICS numbers to meet new staffing needs
 - Sub-Tactic – ASD will assign staff member to coordinate development
- Tactic – Develop mechanisms with universities or other entities to reduce the administrative burden and leverage expert assistance where needed to address specific projects. Examples may include, but are not limited to: fellowships, internship program at the leadership level, an affiliate staff program, advisement retainers, or other types of appointment that are temporary in nature or work orders, MOU's, and cooperative agreements
- Sub-Tactic – RMT will solicit volunteer to coordinate with staff and ASD and develop recommendations

Objective 4.3: Develop information systems to better maintain and analyze data needed for fish and wildlife science, conservation, and management

Strategy 4.3.1: Create a Management Resources Division that supports Fish and Wildlife Resource managers and scientists by July 2018

- Tactic – Create Management Resources Division (*Process; Director's Office*)
- Tactic – Create Enterprise Governance Committee with representation from Division and Region to inform MRD priorities (*Process; Director's Office*)
- Tactic – Identify staffing needs and integrate those needs with agency recruitment plan developed in Objective 4.2 (*Process; Director's Office*)

Strategy 4.3.2: Implement highest priority projects for MRD by July 2018

- Tactic – Implement license improvement process (*Process; MRD*)
 - Sub-Tactic – MRD will form an interdisciplinary team to hire a licensing system vendor, with team representation from resource managers to ensure the product is developed consistent with overarching goals for 4d-OR
 - Sub-Tactic – MRD will form an interdisciplinary team to oversee development, with team representation from fish and wildlife divisions to ensure the product is developed consistent with overarching resource management goals for 4d-OR
- Tactic – Complete Development of 4d-OR (ODFW's data and information management systems) (*Products; MRD*)
 - Sub-Tactic – Advisory panel will prioritize completion of component systems
 - Sub-Tactic – For each component, MRD will form an interdisciplinary team to establish

- agency standards and advise on desired outcomes
- Sub-Tactic – MRD will assign project lead to coordinate completion of priority component system(s)

Objective 4.4: Invest in those assets and infrastructure that best support our mission

Strategy 4.4.1: Sustainably manage existing ODFW assets and infrastructure consistent with their value to the mission

- Tactic – Implement Deferred Maintenance Programs funded by Legislature (*Product; Engineering*)
- Tactic – Inventory and prioritize work on ODFW owned real estate and infrastructure (*Process; Divisions, FWT, MRD, ASD*)
 - Sub-Tactic – ASD will implement asset management software
 - Sub-Tactic – MRD will map properties/infrastructure and maintain inventory in 4d-OR
 - Sub-Tactic – Regional staff will develop criteria to assess mission value of properties/infrastructure and prioritize locally for maintenance, improvement, or disposal
 - Sub-Tactic – FWT will recommend statewide priority list, ELT will adopt
 - Sub-Tactic – Engineering will develop recommendations for low-cost, rapid maintenance that does not require engineering
 - Sub-Tactic – Review and update inventory and priorities every 5 years
- Tactic – Reduce carbon footprint of the Agency (*Process; Conservation Policy Coordinator*)
 - Sub-Tactic – Conservation Policy Coordinator reviews Executive Orders 17-20 and 17-21 and develops recommendations for ensuring ODFW operates consistent with the orders
 - Sub-Tactic – Conservation Policy Coordinator assembles group to improve internal communication on the likely effects of climate change and potential solutions
 - Sub-Tactic – Conservation Policy Coordinator assembles team to incentivize, recognize, and publicize staff efforts to reduce the carbon footprint of the Agency and our conservation work

Strategy 4.4.2: Facilitate the completion of new, high-priority Hatchery, Wildlife Area, Fishing, or Conservation Projects

- Tactic – FWT will solicit input on potential projects and prioritize for completion (*Process; FMT*)
 - Sub-Tactic – MRD maps projects and maintains inventory in 4d-OR
 - Sub-Tactic – FWT will prioritize and assign resources to completing projects via the process outlined in Strategy 4.1.2

Glossary of Terms

Administrative Services Division – ASD; ODFW Division responsible for budget services, fiscal services, license services, and contract services.

4d-OR – ODFW’s proposed data management system.

Constituent – A person involved in or served by an organization (i.e., all Oregonians).

Core function – Agency functions that are critical, and closely related, to meeting strategic goals; examples for ODFW include policy development, policy implementation (fish and wildlife management), science, communication, and administrative support.

Customer – Person or organization that buys goods or services from ODFW, or who benefits from ODFW services.

Detailed Cross Reference – DCR; An organizational schema that is associated with PICS, grouping positions by various criteria (geography, function, fund type).

Executive Leadership Team – ELT; Includes Director, Deputy Directors, Regional Managers, Division Administrators and Deputy Division Administrators.

Fish and Wildlife Programs Team – FWT; A team of mid-level managers from within Fish and Wildlife Programs that is responsible for tackling natural resource and management issues in detail. A list of FWT members is provided in the Organizational Charts section.

Focus group – A demographically diverse group of people assembled to participate in a guided discussion about a particular product before it is launched, or to provide ongoing feedback on a political campaign, television series, etc.

Human Dimensions – The science of understanding how humans interact with, are affected by, and affect their surrounding natural resources.

Information and Education Division – I&E; ODFW Division that communicates agency information and promotes participation in fishing, hunting and wildlife viewing in Oregon through media and public relations.

Information Services Division – ISD; ODFW's technology resource provider for application development, asset management, data management, service desk, network services, and telecom services.

Interdisciplinary team – A team of ODFW staff with representation from regions, divisions, science, and communications.

Locavore – A person who prefers to eat foods which are harvested relatively close to the places of sale and preparation.

Position Information Control System – PICS; A statewide system that stores employee and position information and is used to create, control, and track agency budgets.

Public processes – A broad range of methods through which members of the public become more informed about and/or influence public decisions.

Management Resources Division – MRD; ODFW Division that provides business analysis, process improvement, project management, and change management to ensure our initiatives align with our strategic objectives.

Resource Management Framework – RMF; A foundational structure for fish, wildlife, and habitat management in Oregon that is comprised of new or clarified guidance, authorities, decision-making processes, and implementation tools, likely to be codified in administrative rule.

Resource Management Team – RMT; Mid-level managers from programs in all Divisions. A list of RMT members is provided in the Organizational Charts section.

Science Framework – Framework for organizing then prioritizing, planning, and conducting science to best inform management information.

Stewardship strategy – Programs and processes implemented by the Agency aimed at effectively protecting and enhancing fish, wildlife, and their habitats. Stewardship strategies may include research efforts, management actions, partnerships, outreach, and adaptive management, in addition to other efforts.

Succession plan – A document that identifies a plan for continuity of key tasks in the event of employee leave, promotion, or retirement.

Workday – A statewide system for managing human resources;
<http://www.oregon.gov/das/hr/pages/workday.aspx>

Workforce strategy – A continual process that aligns the needs and priorities of the organization with the skills, training, and performance of its employees to ensure it can meet its legislative, regulatory, service, and production requirements and strategic objectives.

Lists of Staff Ideas Referenced in Strategic Plan

Strategy 2.2.1: Continue implementation of strategies in the Department's R3 (recruitment, retention, and reactivation) Action Plan

- **Tactic –** Partner with a variety of user groups on outings where new users would buy licenses (*Process; Wildlife and Fish Divisions with help from I&E*)

Examples of New User Groups to encourage Hunt/Fish/Shellfish Licenses:

Healing Waters
 Nature Conservancy
 Pacific Estuarine Research Society
 Western Society of Naturalists
 Soul River Youth Programs
 Ocean Conservancy
 Oregon Wild
 National Geographic Society
 Latino Outdoors
 Izaak Walton League

Strategy 2.3.2: Use new or existing ODFW programs to target specific groups to reflect constituent social demographics (urban, different age groups, gender, and ethnicity)

- Tactic – Create more partnerships to reach into diverse communities around the state (*Process; Fish Recreational Program, Wildlife Game and Conservation Programs, I&E*)

List of potential partnerships:

1000 Friends of Oregon (conservation focus)
4H
Able Outdoors
ACLU
African American Hunting Association
AFWA
Archery in the Schools, programs w/in USFWS & USFS
Artemis Sportswomen
Audubon Society
Back County Hunters and Anglers
Backbone Outdoors
Becoming an Outdoors Woman Program
Big Brothers/Sisters
Boy/Girl Scouts
Boys & Girls Clubs
Center for Biological Diversity
Center for Diversity and the Environment
COASTT
Community Liaison for City of Independence
CRITFC
Erubiel Valladares
FFA
Get Hooked
Healing Waters (Veteran Fly Fishing Group)
Hope for Heroes
iNaturalist
Izaak Walton League
Latino Outdoors (latinooutdoors.org)
Long Live the Kings – lltk.org
Metro, with Spanish and English speaking guides on viewing tours
NAAEE – North American Association for Environmental Education
National Geographic Society, PBS

National Wild Turkey Federation
NODR
NW Steelheaders
Ocean Conservancy
Oregon Coast Aquarium
Oregon State University student groups
Oregon Wild
Oregon Zoo
Outdoor Research Project
Outdoor School
Pacific Estuarine Research Society
REEF
Salmon Watch Program
SOLVE and other beach/wildland cleanup organizations
Soul River Runs Deep (Portland, Oregon)
Straub Environmental Center
Take Me Fishing campaign
The Nature Conservancy
The Northern Pikeminnow Sport Reward Program
Tillamook Anglers
Traditional Archers of Oregon – Organizes an event teaching Native American youth of the Confederated Tribes of Grande Ronde how to make bows and arrows
Trout Unlimited
Union Sportsman Alliance
Urban locavores
Vive NW
Watershed Councils
Western Society of Naturalists
YMCA

Strategy 3.2.1: Expand the market of voluntary products and incentives for ODFW customers

- Tactic – Continue to support hunters and anglers by developing new products and opportunities that meet their needs (*Products; Contracted Services, Human Dimensions Coordinator, I&E R3 Coordinator, Divisions*)
 - Sub-Tactic – I&E R3 Coordinator creates an interdisciplinary team that evaluates staff recommendations and prioritizes the list of opportunities (e.g., early notification of hunt draw results, bonus point protections, etc.)

Staff Ideas for voluntary products and incentives:

Hunters/Anglers: NOTE: this would be to create NEW products, which is different from Goal 2 which has tactics related to simply making it easier for hunters/anglers to purchase EXISTING products or would enhance incentives for participation

- Point Guard: charge extra \$5 per controlled hunt application as insurance in case of injury/illness that prevents you from going on a hunt (AZ results: 26,085 customers; \$130,425 revenue in one year).
- Early notification of results.
- AZ has an “I Support Wildlife” membership that provides members access to stocking reports, magazine subscription, enhanced maps, and a decal (2,600 customers; \$65,000 revenue). We could look for similar “value added” or highly sought-after opportunities to monetize. Parking permit?

- Revenue from Law Enforcement.
- Explore ways for (increased) fines to be directed to ODFW without causing a diversion per federal WSFR laws.
- Proactively monitor high use areas for licensing compliance; allow those out of compliance to purchase on-spot using app (when developed).
- Leftover tags.
- Have authority to charge up to 4x more than set price. Tags represent an additional opportunity and sell out in minutes. Should consider charging full amount authorized.
- Explore revenue options related to guides and outfitters. Right now, ODFW gets nothing.
- Combo buck/doe (cow/bull) tag, wild/hatchery, controlled tag for sturgeon offered in small number at higher price.
- Mobile apps re: hunting, fishing, watching and the APIs (interface with our databases)—developed by third party, but we get a cut of their revenue.

Wildlife Watchers:

- Cost Recovery WW Events.
- AZ does wildlife watching events (scorpion night walks) on a strict cost recovery basis (233 customers; \$22,203 revenue). We could partner with a group (Audubon?) to create a position that works for them but coordinates these types of events. All registration fees go to the program.
- Develop Watchable Wildlife license plate background and use to fund watchable wildlife coordinator and site development such as viewing blinds, fencing, parking/restrooms, habitat improvements to attract wildlife, and educational material. Sites could be on ODFW land or partnerships with agencies such as ODOT or Parks.
- Parking Permits.
- Expand use.
- No freebies to those who purchase hunting license. (Not all hunters use wildlife areas; those who do should pay a little extra.)
- Identify attractive ride-alongs for the public and sell premium opportunities (e.g., attend bighorn sheep capture, big game surveys by land or boat, bird surveys, sage-grouse lek counts, sea research cruises).

Wildlife Conservation Supporters:

- Expand the Duck Pond Conservation Cuvee model through partnerships with other craft beer, wine, or Oregon-made products
- Sell Habitat Conservation Stamps as physical entities such as bumper stickers, patches, and t-shirts.
- Offer an annual “Conservation Partner” membership aimed at non-consumptive users. Could include wildlife area parking permit (currently \$30 annually) and some other perks (e.g., Conservation Partner decal, program updates). Memberships could be given as gifts and promoted during holidays along with add-ons such as Habitat Conservation stamp (\$20) or art print (\$35/\$100). Remind customers when membership is expiring to encourage annual purchase. Offer discounted bulk memberships for groups such as Audubon and/or mechanism to purchase through these organizations.
- Text CRITTER. AZ fundraising campaign (146 customers; \$5,895 revenue).
- Celebrity Philanthropic event. AZ has had 1 (48 customers; \$10,000 revenue).
- Explore sponsorships (on licenses, lib trucks, hatcheries, wildlife areas, archery ranges).
- Monetize customer data. Treat as intellectual property, not public information.
- Conservation Gaming at Casino.
- Lottery tickets specifically for conservation.
- Partner with non-typical groups and charge conservation stamp.
- Conservation Stamp link on partner websites.
- Swag – Use third-party licensing deal.
- Bonneville hatchery gift store model.
- Create an online store to sell art prints, bumper stickers, patches, t-shirts.

Outdoor recreationists (boaters, hikers, climbers, campers):

- Partner with outdoor recreationists (e.g., Willamette River Keepers, Oregon Kayak and Canoe Club, etc.) to cross-promote angling/boating/conservation education through volunteer opportunities and link sharing on websites.
- <https://wgfd.wyo.gov/store>

- Partner with Sportsmen’s Warehouse, REI, Walmart, and other large vendors to sell physical products supporting ODFW’s Conservation mission.
- Partner with Travel Oregon on promotions that lead to ODFW products.