

Implementing Plan



OREGON DEPARTMENT OF FISH AND WILDLIFE



Implementing the Strategic Plan 2018-2024





Mission

Protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations

IMPLEMENTING THE PLAN



A BLUEPRINT FOR CHANGE

The plan outlines strategies and tactics that are intended to put ODFW on a better footing to deal with whatever the future throws at us. This document is a quick reference guide to implementing the plan

Get Involved

Ways you can be more involved in shaping the agency

Focus on the Priorities

Working on the things that really matter

Adjusting course

Having systems in place to deal with road-blocks

Accountability





GET INVOLVED

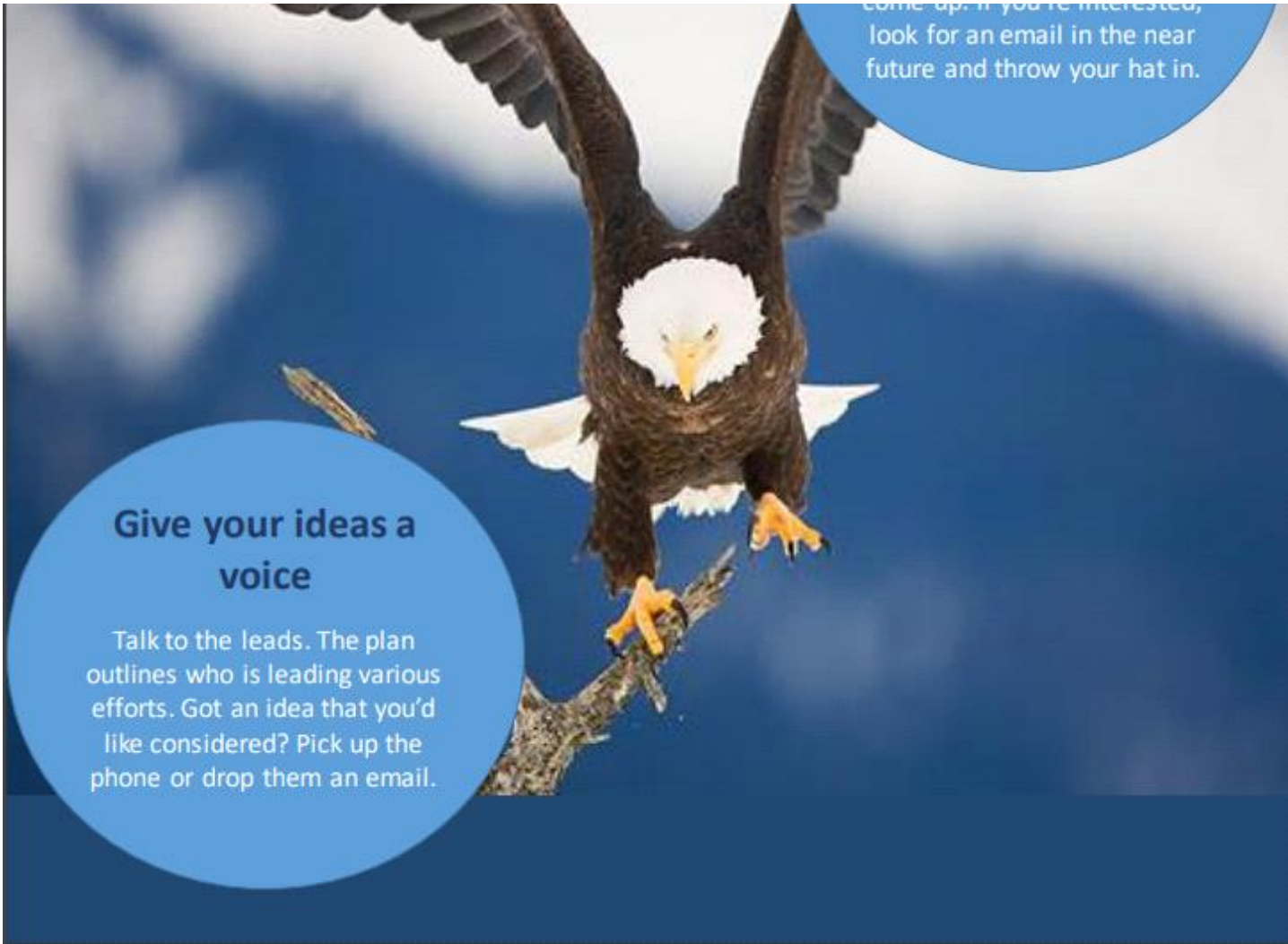
The plan asks everyone to do something. For those that want to do more and/or have great ideas, there are ways you can get involved.

Inter-Disciplinary Team (IDT)

In many instances, the plan calls for an IDT to ensure a product/process reflects input from across the agency. These teams are an opportunity for you to represent. When a call goes out for volunteers, consider putting your hand up.

Oversight Committee

We need volunteers for an oversight committee that will help track implementation and resolve road blocks should they come up. If you're interested, look for an email in the near future and throw your hat in.



come up. If you're interested, look for an email in the near future and throw your hat in.

Give your ideas a voice
Talk to the leads. The plan outlines who is leading various efforts. Got an idea that you'd like considered? Pick up the phone or drop them an email.

FOCUS ON THE PRIORITIES



Working smarter, not harder

This plan is about shifting the paradigm in ODFW from being reactive to being proactive. We do this by prioritizing and by making a conscious decision to not do some of the lower priority things. Priorities are not something to be fit in as other work allows-they are the main focus. We're going to do this by identifying priorities and aligning the entire agency

ELT/RMT
There are a lot of potential projects. The Plan calls for these two groups to make decisions about which projects proceed and when

priority things. Priorities are not something to be fit in as other work allows-they are the main focus. We're going to do this by identifying priorities and aligning the entire agency behind them

All Staff

Every biennia, every employee is going to be involved in developing a work-plan to outline the things we really want to achieve, and the things we won't do

All Staff

Every year, every employee is going to set goals that help achieve the priorities in the biennial work plan

Align Funding and position management

The agency is going to make sure our resources are focused on priorities by aligning funding and positions.



ADJUSTING COURSE





Responding to road-blocks

We recognize that things don't always go smoothly, things come up or priorities may change. The plan outlines a process for dealing with barriers to implementing priority work, both internally and externally

External road-blocks

Managers will work with RMT to identify barriers that can/should be addressed and focus resources or efforts. If something can't be addressed, we'll refocus efforts elsewhere.

Internal road-blocks

You'll be anonymously surveyed every 1-2 years to see if there are things keeping you from doing priority work. RMT and ELT will decide where we can/should focus resources and/or efforts to address issues

ACCOUNTABILITY

ACCOUNTABILITY



Staying on track and focused

It's everyone's responsibility to do their part to implement the strategic plan. Recognizing that change is hard, the plan outlines steps and check-ins to ensure this doesn't become another dusty plan on the shelf.

Managers

Managers have the responsibility of working with staff to set annual goals and provide the tools to succeed

All Staff

The annual performance review will link your work to project/program/agency priorities

Performance Reviews

Haven't had a review in a while? The plan targets a 90% completion rate

Oversight

The oversight committee will be developing metrics to track progress

Reporting

Each biennia, divisions and regions will be producing a summary report of progress on priorities





producing a summary report of progress on priorities

WHERE AM I?



Quick Reference guide

The details are in the plan, but to help get you started, check out the pages that are relevant to your position. The tactics in the plan are summarized here so you can get a quick idea of your responsibilities during implementation.

If you're called on to lead something then its up to you to initiate the discussion about prioritizing the work and pulling together the resources. Some folks have multiple responsibilities-but not everything has to be tackled at once. You'll be using the biennial work-plan discussion as a place to decide how to sequence workload. If it's not clear what the task is, the oversight committee will be available to provide guidance

If you're called on to "work with" others, then you might want to check in with the lead to see what the thinking is in terms of timeline

All Staff
That's...everyone

Managers
All managers

ELT/RMT
All members

Regional Staff
Staff from Watershed and District offices, WMAs, & Hatcheries.





Divisions

Staff from Fish, Wildlife,
and Administrative
Divisions

ALL STAFF

STEWARDSHIP.

Everyone in the agency contributes to the stewardship of Oregon's fish, wildlife, and their habitats by doing their job (1.1.1).

PRIORITIZING.

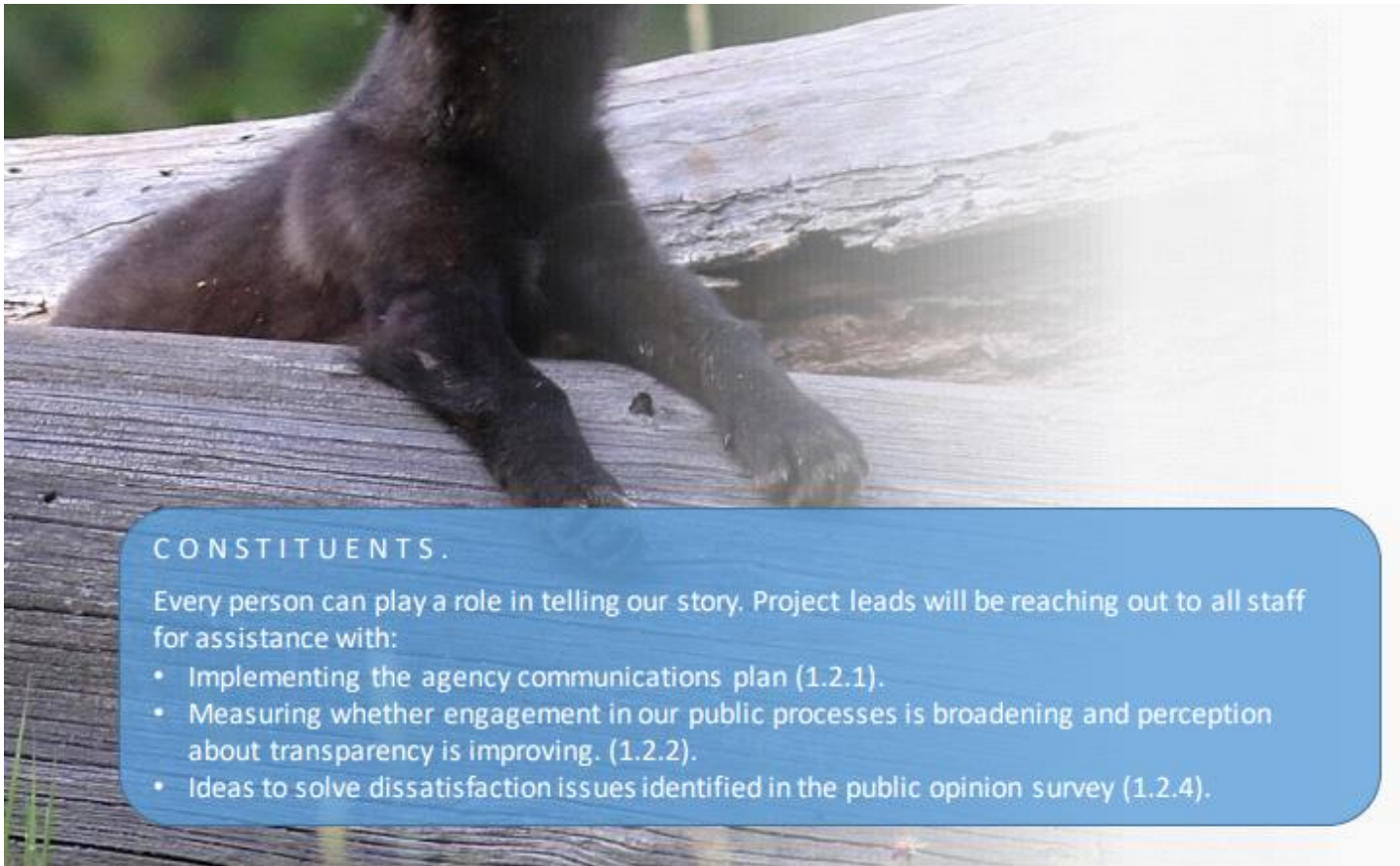
To ensure your efforts have the greatest impact, the plan establishes an institutional process to align the work we all do with agency priorities. This is about bringing the collective focus of 1000+ individuals together to tackle the things that really matter in an organized fashion.

All staff will work with their manager to develop a biennial work plan that lays out priorities and goals for their project/program. As part of the annual performance review, each person will have a discussion with their manager to set individual work goals consistent with the priorities, and decide what work will not be accomplished (4.1.2, 4.1.3).

ASSETS AND INFRASTRUCTURE

RMT will be reaching out to staff to provide input on where there are opportunities to obtain high value lands and/or access points that would help achieve our plan goals (2.2.2).





CONSTITUENTS .

Every person can play a role in telling our story. Project leads will be reaching out to all staff for assistance with:

- Implementing the agency communications plan (1.2.1).
- Measuring whether engagement in our public processes is broadening and perception about transparency is improving. (1.2.2).
- Ideas to solve dissatisfaction issues identified in the public opinion survey (1.2.4).

ALL MANAGERS

CONSTITUENTS

- Lead discussion with staff to determine whether/how to address causes of dissatisfaction on public opinion survey (1.2.4).

PRIORITIZING .

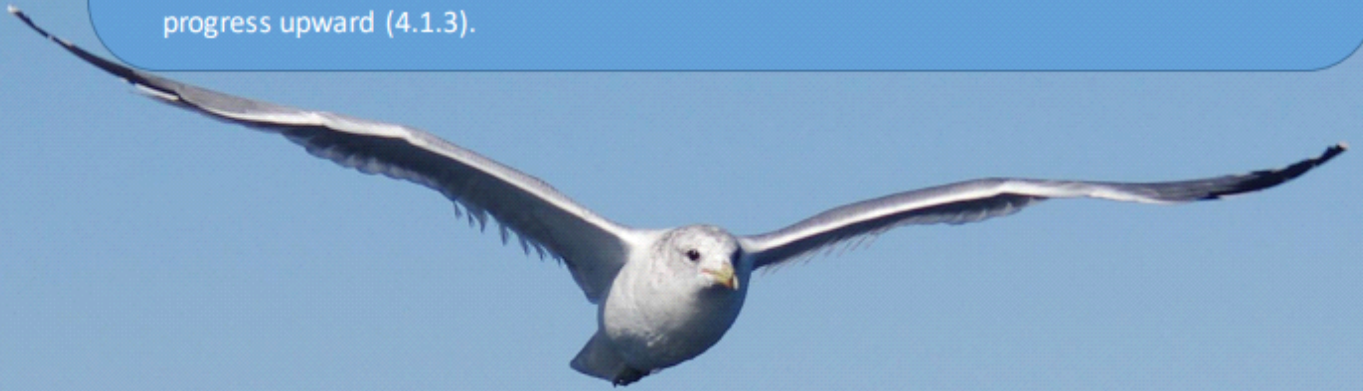
- Each biennia, managers will lead a discussion with staff about what they are going to work on [and what they are not going to work on] to help advance the high level priorities developed by ELT/RMT. Each year, managers will work with staff as part of the performance review process to set individual work goals consistent with the priorities, and decide what work will not be accomplished (1.1.1, 4.1.2, 4.1.3, 4.2.1).
- Schedule periodic meetings (e.g., quarterly) with staff to review priorities and progress on the work plan (4.1.2).
- As needed, managers will work with RMT to identify and address barriers to completing priority work (4.1.3, 4.2.1).

priority work (4.1.3, 4.2.1).

BUILDING A CULTURE OF SUCCESS.

Good managers are key to effective performance of a team

- You'll be trained in the key management competencies that will eventually be part of managers evaluations (4.2.1).
- You'll be trained and required to implement practices that encourage a professional and safe work environment (4.2.2).
- You'll work with RMT on succession planning (4.2.2).
- You'll play a key role in linking your staffs duties to agency priorities and communicating progress upward (4.1.3).



ELT

PRIORITIZING.

Set high level priorities and lead development of biennial work plans (4.1.2)

FINAL DECISION MAKING.

Following initial scoping or development of recommendations, ELT makes decisions on how to proceed and prioritize many of the projects and processes called for in the plan (1.1.2, 2.2.3).

FINAL DECISION MAKING:

Following initial scoping or development of recommendations, ELT makes decisions on how to proceed and prioritize many of the projects and processes called for in the plan (1.1.2, 2.2.3, 2.2.4, 2.2.5, 3.1.1)



R M T

CONSTITUENTS.

- RMT will lead development of strategies to better meet our constituent needs (as identified by the human dimensions coordinator) (1.1.2).
- Work with I&E to promote transparency in decision making processes (1.2.2).

BUDGETS AND FUNDING

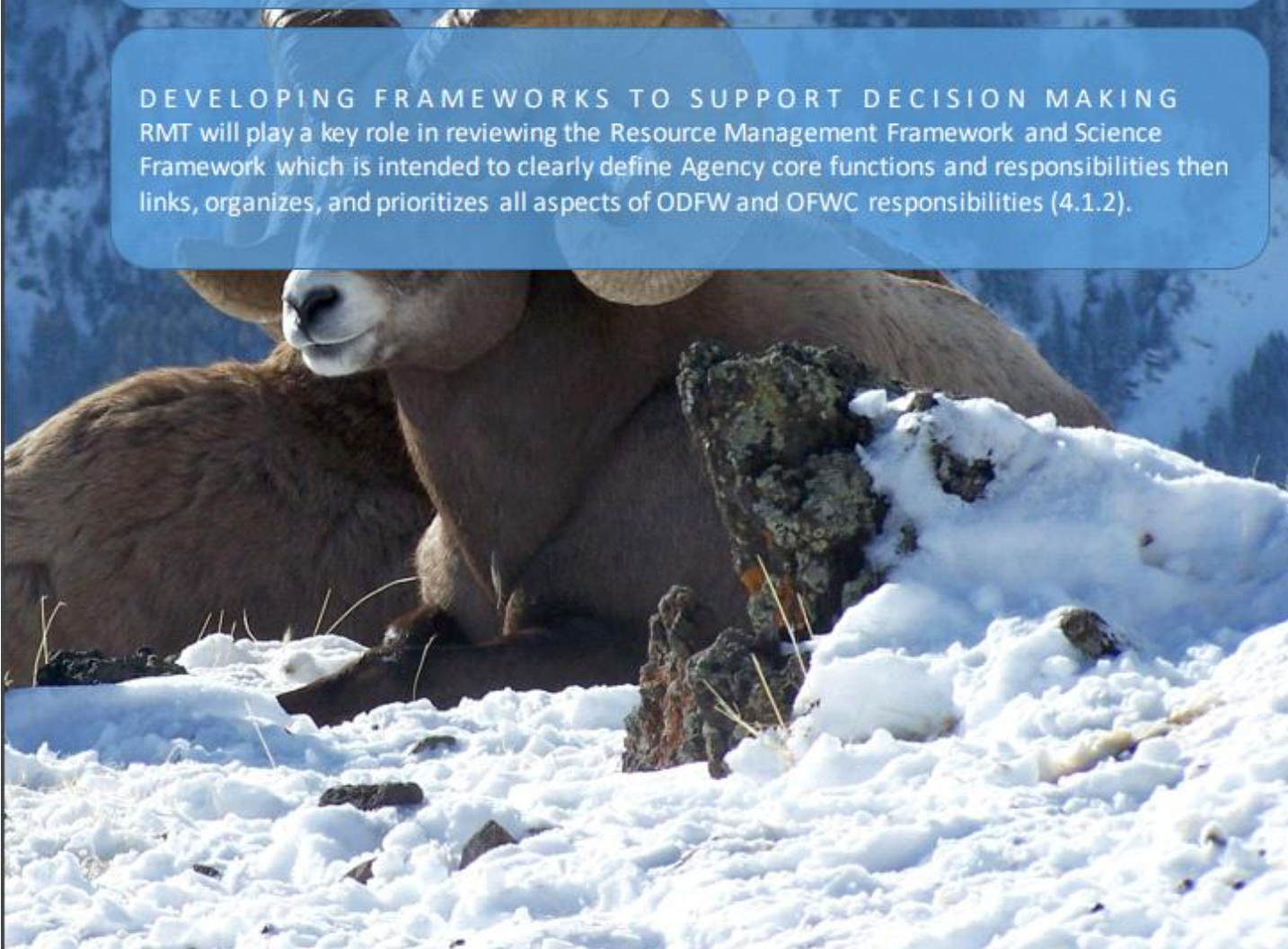
- RMT takes the lead in several tasks associated with aligning positions and budget structure with agency priorities and using this information to make recommendations for POPs and base budget spending (3.1.1).

BUILDING A CULTURE OF SUCCESS.

- Lead an evaluation of ways to recognize high performance on a frequent basis (4.2.1).
- Identify the type of skills/talents the agency needs to meet long term goals (4.2.2).
- Identify positions as a focus for succession planning each biennia (4.2.2) .

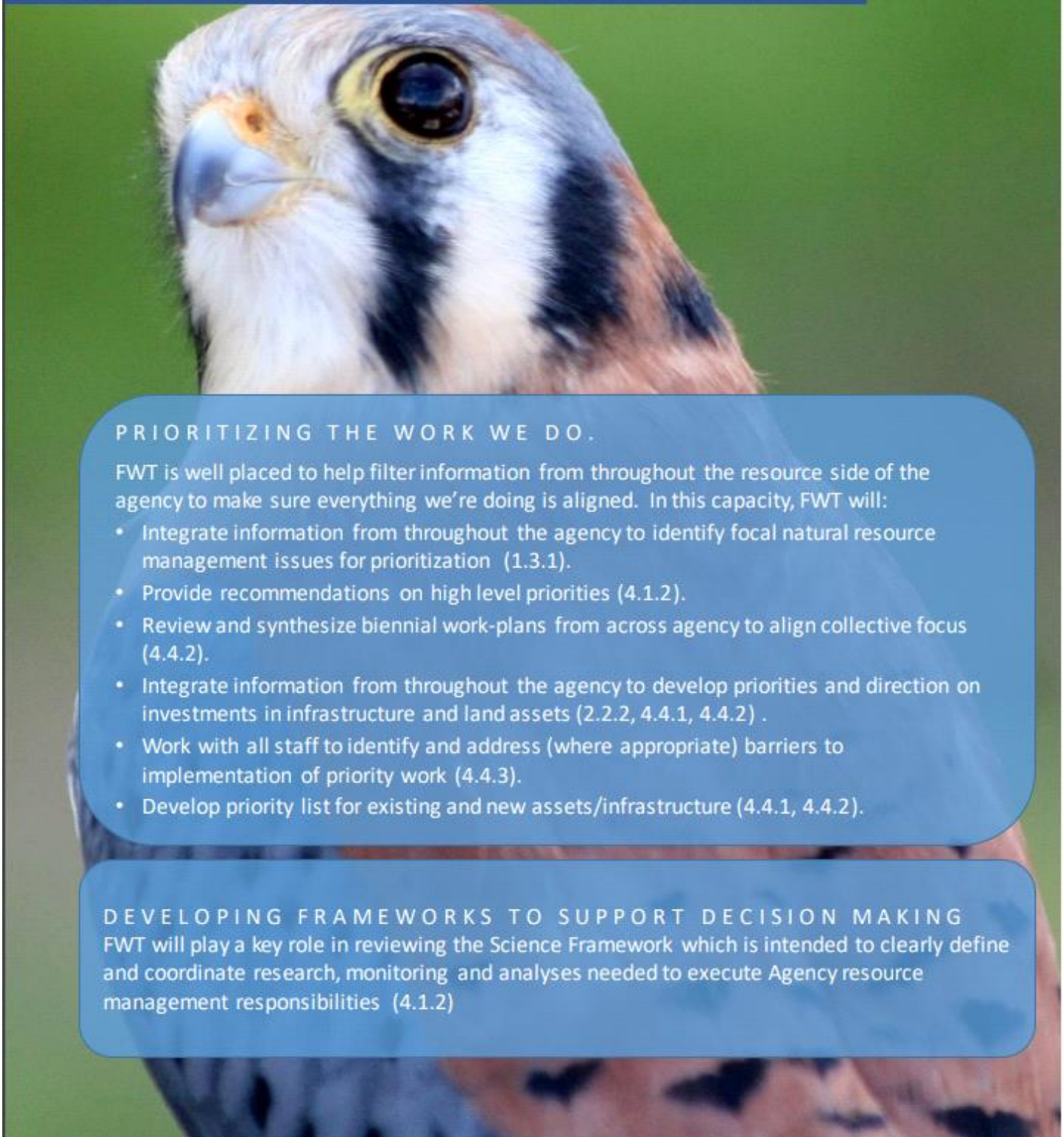
DEVELOPING FRAMEWORKS TO SUPPORT DECISION MAKING

RMT will play a key role in reviewing the Resource Management Framework and Science Framework which is intended to clearly define Agency core functions and responsibilities then links, organizes, and prioritizes all aspects of ODFW and OFWC responsibilities (4.1.2).





FWT



PRIORITIZING THE WORK WE DO .

FWT is well placed to help filter information from throughout the resource side of the agency to make sure everything we're doing is aligned. In this capacity, FWT will:

- Integrate information from throughout the agency to identify focal natural resource management issues for prioritization (1.3.1).
- Provide recommendations on high level priorities (4.1.2).
- Review and synthesize biennial work-plans from across agency to align collective focus (4.4.2).
- Integrate information from throughout the agency to develop priorities and direction on investments in infrastructure and land assets (2.2.2, 4.4.1, 4.4.2) .
- Work with all staff to identify and address (where appropriate) barriers to implementation of priority work (4.4.3).
- Develop priority list for existing and new assets/infrastructure (4.4.1, 4.4.2).

DEVELOPING FRAMEWORKS TO SUPPORT DECISION MAKING

FWT will play a key role in reviewing the Science Framework which is intended to clearly define and coordinate research, monitoring and analyses needed to execute Agency resource management responsibilities (4.1.2)



ELT/RMT

PRIORITIZING THE WORK WE DO

Decide on five focal natural resource management issues and develop plan to dedicate resources to address issues (1.3.2-1.3.5).

Review and prioritize research by human research coordinator (2.1.1, 2.2.1).

Build an Agency Requested Budget that is based on the agency's priorities, recognizing the constraints of fund type (Strategy 3.1.1).

FINAL DECISION MAKING .

Following initial scoping or development of recommendations, the joint ELT/RMT makes decisions on how to proceed and prioritize many of the projects and processes called for in the plan (1.2.4, 2.3.1).

BUDGET

Align Budget request and POP's with agency priorities and communicate outcome and reasoning to all staff (3.1.1).





DIRECTORS OFFICE

CUSTOMERS

Advocate for statutory clarity on access such as navigability issues/public waters and right of ways (2.2.2)

CONSTITUENTS

- Dedicate resources to develop a communications plan (1.2.2)
- Lead IDT in review of public processes (1.2.2)

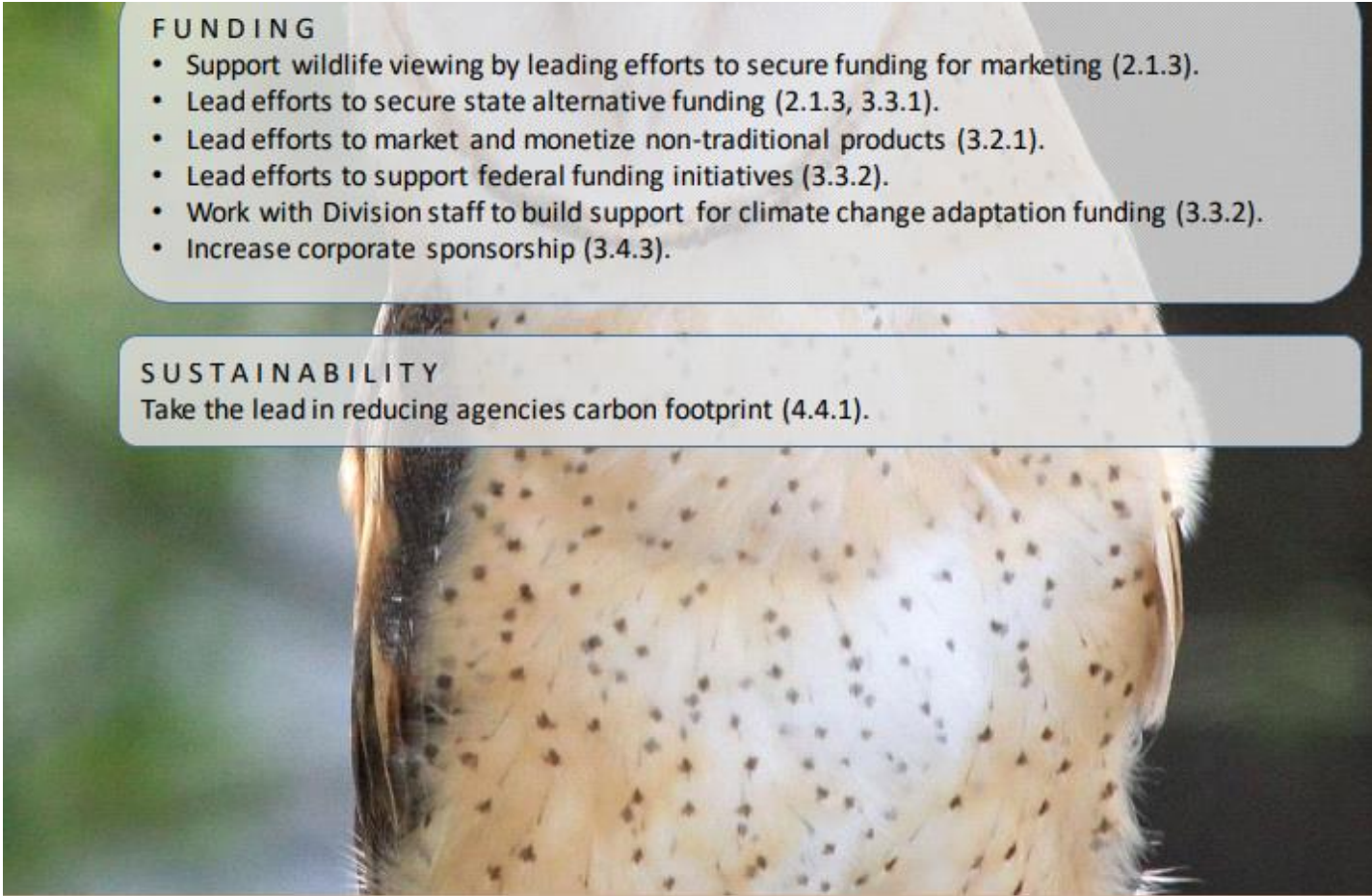
CONSERVATION POLICY COORDINATOR

CONSTITUENTS

Decide on the most important message/s to carry our story to the public and garner support for alternative funding (1.2.1).

FUNDING

- Support wildlife viewing by leading efforts to secure funding for marketing (2.1.3).
- Lead efforts to secure alternative funding (2.1.3.2.1)



FUNDING

- Support wildlife viewing by leading efforts to secure funding for marketing (2.1.3).
- Lead efforts to secure state alternative funding (2.1.3, 3.3.1).
- Lead efforts to market and monetize non-traditional products (3.2.1).
- Lead efforts to support federal funding initiatives (3.3.2).
- Work with Division staff to build support for climate change adaptation funding (3.3.2).
- Increase corporate sponsorship (3.4.3).

SUSTAINABILITY

Take the lead in reducing agencies carbon footprint (4.4.1).

REGIONS

CUSTOMERS

- Work with RMT and I&E to identify opportunities for wildlife viewing workshops (2.1.2).
- Lead simplification of hunting regulations and support simplification of fishing regulations (2.2.3).
- Support the R3 coordinator in implementation of R3 Action Plan (2.2.1).
- Where needed, work with MRD to produce access maps for in-office use (2.2.2).
- Work with I&E to offer seasonal events for first time participants (2.2.3).
- Work with I&E to implement agency communications plan (1.2.1, 2.2.4).

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- Work with I&E to implement agency communications plan (1.2.1, 2.2.4).
- Watershed managers lead a process to develop special hunts/fishing opportunities on ODFW lands (2.2.2).
- District staff work with I&E on web based marketing of hunting & fishing opportunities /activities (2.2.4).

ASSETS AND INFRASTRUCTURE

- Work with RMT to develop list of new high value fishing/hunting opportunity lands and/or landowner access agreements for prioritization (2.2.2).
- Work with Wildlife Area Operations coordinator to improve wildlife viewing opportunities (2.1.2).
- Assist RMT in prioritizing and addressing work on ODFW assets and infrastructure (4.4.1, 4.4.2).
- Work with I&E or Engineering to implement priority projects at ODFW sites (2.2.2).

FUNDING

- Align Budget request and POP's with agency priorities (3.1.1).
- Work with RMT to identify strategies for the use of new federal funds associated with the Recovering America's Wildlife Act (3.3.2).
- Lead evaluation of cost recovery for loaning ODFW equipment or conducting staff site visits (3.3.4).
- Work with MRD to implement billing of other executive branch agencies and tell the story of ODFW's conservation and management work (3.3.3).
- Work with RMT to identify potential ways to utilize additional position authority associated with alternative funding for incorporation into agency recruitment plan (3.3.1 & 4.2.2).

REGIONS

WILDLIFE AREAS & HATCHERIES



CUSTOMERS

- Work with RMT to identify opportunities for wildlife viewing workshops and implement the three highest priority projects with I&E (2.1.2).
- Work with I&E to assess feasibility and Return on Investment associated with partnering on fish/wildlife culinary events and/or wildlife watching tours/speakers (2.1.3).
- Work with your watershed manager to develop proposals for special hunts or fishing opportunities on ODFW properties for minority or disabled user groups (2.2.2).
- Support the R3 coordinator in implementation of R3 Action Plan (2.2.1).

INFRASTRUCTURE /ASSET MANAGEMENT

- Work with Regional Staff to assess mission value of property/infrastructure and prioritize locally for maintenance, improvement, or disposal (4.4.1) .
- Wildlife Area Operations Coordinator leads efforts to improve viewing opportunities at priority locations (list developed by RMT) (2.1.2).

BUDGET

- Regional managers or designee work with operations manager and MRD to Align positions and functions in DCR (3.1.1).
- Regional managers or designee work with budget managers to align Budget request and POP's with agency priorities (3.1.1).

DIVISIONS

CUSTOMERS

- Work with I&E to implement agency communications plan (1.2.1, 2.2.4).
- Assist in implementing R3 action plan (2.2.1).
- Rec program leads or supports simplification of hunting and fishing regulations (2.2.3).
- Rec program leads work with I&E on web marketing of hunting & fishing opportunities/activities (2.2.4).
- Rec leads develop partnerships to better engage with diverse communities (2.3.2).
- Rec Programs lead work with MRD to re-engage lapsed hunters/anglers (2.2.4).
- Rec Programs lead work with I&E to conduct outreach to a more diverse potential customer base (2.3.2).

OPERATIONAL EFFICIENCY

Conservation & Recovery Mgr and Policy Advisor lead implementation of RMF and SF (4.1.1).

BUDGET

- Operations Managers work with regional managers and MRD to Align positions and functions in DCR (3.1.1).
- Operations Managers work with budget managers to align Budget request and POP's with agency priorities (3.1.1).

FUNDING

- Assign lead to evaluate options to charge for permit reviews and site visits (3.1.1).
- Operations Managers work with MRD and budget managers to ensure there is sufficient capacity to manage an increase in grant (3.4.1).

ASSETS AND INFRASTRUCTURE

- Engineering leads implementation of deferred maintenance program (4.4.1).
- Engineering communicate policy on when work can/can't be done without oversight (4.4.1).

INFORMATION SYSTEMS

- Designees advise MRD on development of information systems (4.3.2).



ASD

ALTERNATIVE FUNDING

- Determine best pathway for ODFW to improve fundraising and corporate sponsorships (3.4.2) .
- Strengthen agency protocols and evaluate authority for accepting donations (3.4.2).

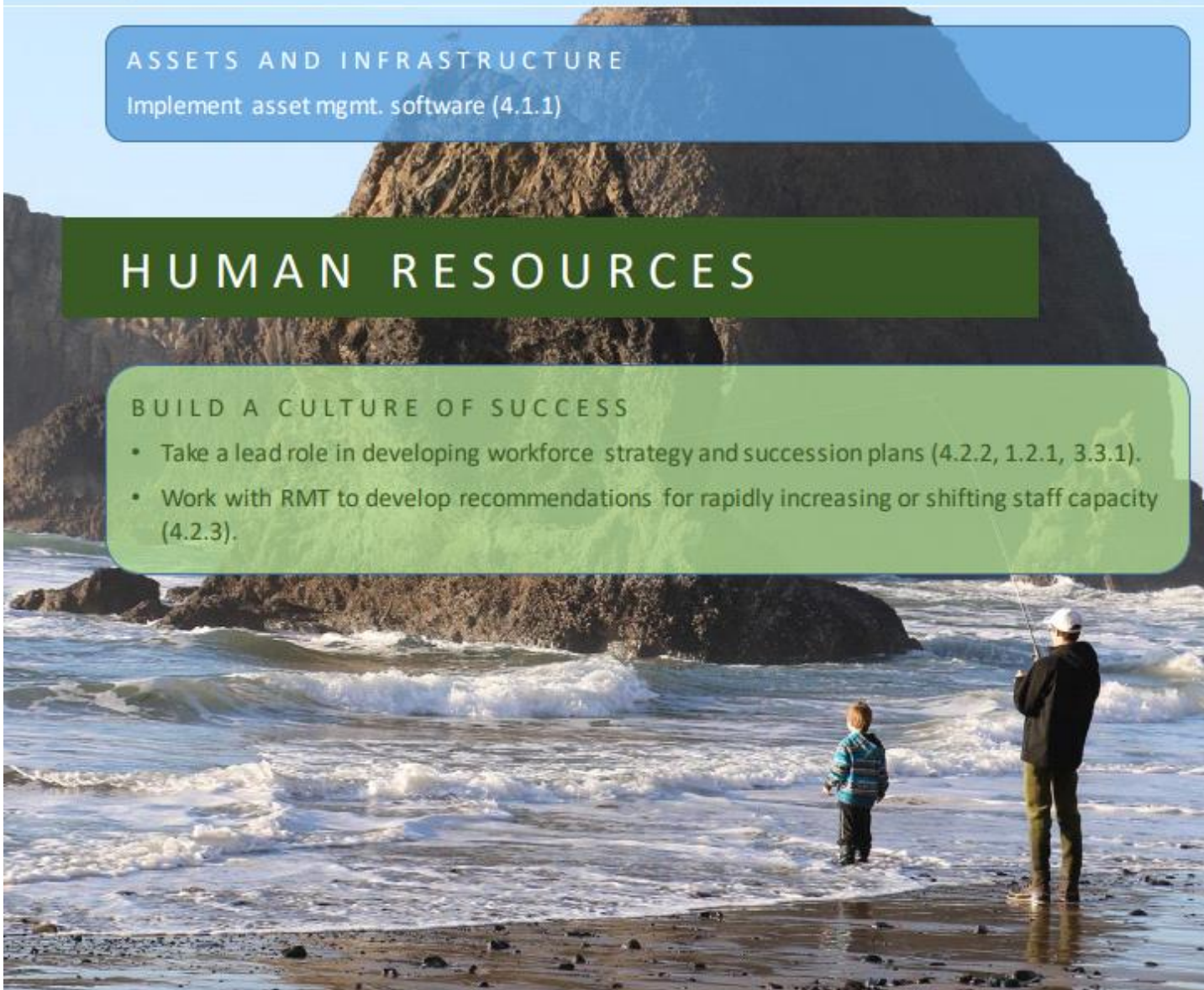
ASSETS AND INFRASTRUCTURE

Implement asset mgmt. software (4.1.1)

HUMAN RESOURCES

BUILD A CULTURE OF SUCCESS

- Take a lead role in developing workforce strategy and succession plans (4.2.2, 1.2.1, 3.3.1).
- Work with RMT to develop recommendations for rapidly increasing or shifting staff capacity (4.2.3).





ASD

INFORMATION & EDUCATION

CONSTITUENTS

- Develop and implement a communications plan by 2019 (1.2.1, 1.3.5, 2.1.3, 3.3.2, 3.3.3).
- Find solutions to having a broader representation in ODFW's public processes (1.2.2).
- Promote transparency in ODFW's decision making (1.2.2).
- Work with Human dimensions coordinator to develop and test approaches to promote conservation efforts and fish/wildlife viewing or harvest opportunities (2.1.2).

CUSTOMERS

REVENUE

- Lead scoping/development of revenue generating projects (3.3.4).
- R3 Coordinator leads efforts to expand market for additional products (3.2.1, 3.3.4).

RECRUITMENT & RETENTION

- Lead implementation of R3 action plan (2.2.1).
- Lead scoping of ride sharing concept with a partner. (2.2.2).
- Lead or support efforts to increase first time hunters/anglers/shellfishers (2.2.3).
- Lead web marketing of hunting & fishing opportunities /activities (2.2.4).
- Work with human dimensions coordinator to develop more effective marketing tools for underrepresented groups (2.3.1).
- Work with Diversity Committee to create community building opportunities for underrepresented groups to engage in fishing & hunting (2.3.2).
- Lead development of partnerships to better engage with diverse communities (2.3.2).

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- Lead engagement with locavore movement to promote hunting/fishing (2.1.3, 2.3.2).

WILDLIFE VIEWING

- If shown to be cost effective, lead development of 3 fish/wildlife viewing workshops and courses by 2021 (2.1.2).
- Use technology to bring fish/wildlife viewing to the public (2.1.2).
- Leverage partnerships to promote viewing opportunities (2.1.3).
- Work with Human Dimensions Coordinator to refine messaging and marketing associated with wildlife viewing (2.1.3).
- Work with Human Dimensions Coordinator to evaluate cost/benefit of various tactics (2.1.2).

ASSETS & INFRASTRUCTURE

Work with WMA staff on signage at priority properties (2.1.2).

PRIORITIZING

Develop internal pathways for communication of the plan, priorities, and progress (4.1.2 & 4.1.3).

ASD

MANAGEMENT RESOURCES DIVISION

CUSTOMERS

- Volunteer coordinator will lead development of a guided hike program at ODFW areas (2.2.1).
- Reduce financial barriers to participation in hunting/fishing/shell-fishing (2.2.3).
- Develop concept and cost estimates for angling/hunting regulation app (2.2.3).
- Develop eLicense system and evaluate options for auto-renewal (2.2.4).
- Develop recommendations to create more flexibility in fee setting (2.2.5).
- Incentivize ODFW licenses with monetary and convenience enhancements (2.2.6).

ALTERNATIVE FUNDING

- Work with RMT to identify strategies for the use of new federal funds associated with the Recovering America's Wildlife Act (3.3.2).
- Implement billing for other executive agencies (3.3.3).
- Evaluate cost/benefit of hiring development coordinator versus using existing staff to

Recovering America's Wildlife Act (3.3.2).

- Implement billing for other executive agencies (3.3.3).
- Evaluate cost/benefit of hiring development coordinator versus using existing staff to increase revenue (3.4.1)
- Work with Operations Managers and budget managers to ensure there is sufficient capacity to manage an increase in grants (3.4.2).
- Lead efforts to solicit donations (3.4.3)

BUDGET

- Work with Operations Managers to align positions, functions, and DCR (3.1.1).
- Lead development of a process to redeploy unused PICs to meet staffing needs (4.2.2).

CONSTITUENTS

Work with I&E to integrate 4dOR information systems into communications plan (1.2.1).

INFORMATION SYSTEMS

- Develop information systems to better maintain and analyze data needed for fish and wildlife science, conservation, and management (4.3.1, 4.3.2).
- Where appropriate, use the Key Information System and Central File System as vehicles to document and communicate natural resource mgmt. goals, priorities, and actions associated with the RMF, SF, and biennial work plans (4.1.2, 4.1.3).

ASSETS AND INFRASTRUCTURE

Map properties, infrastructure and projects (4.4.1, 4.2.2).

ASD

MANAGEMENT RESOURCES DIVISION

HUMAN DIMENSIONS COORDINATOR

PRIORITIZING

- Work with RMT to identify potential focal issues in natural resource management (1.3.1).

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CONSTITUENTS

- Figure out who our constituents are and what they want every two years (1.1.2).
- Support I&E during development of agency communications plan (1.2.1).
- Help engage a broader constituency in ODFW's public processes (1.2.2).
- Figure out what the public thinks of ODFW so we can address issues (1.2.3 and 1.2.4).

CUSTOMERS

RECRUITMENT AND RETENTION

- Assist in implementing R3 action plan (2.2.1).
- Continue to support hunters and anglers by developing new products and opportunities that meet their needs (3.2.1).
- Work with I&E to develop more effective marketing tools for underrepresented groups (2.3.1).

WILDLIFE VIEWING

- Identify who is most likely to engage in wildlife viewing and how they might be encouraged to engage (2.1.1).
- Assist I&E evaluate potential return on investment for tactics focused on increasing engagement in wildlife viewing (2.1.2).
- Work with I&E to refine messaging and marketing associated with wildlife viewing (2.1.3).
- Work with I&E to assess ROI for proposed approaches to promote conservation efforts and fish/wildlife viewing or harvest opportunities. (2.1.3).