

**Indiana Division of Fish and Wildlife  
Comprehensive Wildlife Strategy  
Development Communications Plan  
7-1-2005 Working Document**

### **Background**

The Indiana Department of Natural Resources Division of Fish and Wildlife (DFW) is developing a Comprehensive Wildlife Strategy (CWS) focused on conserving the habitats and communities that sustain all wildlife species. The DFW approach will help prevent state and federal listing of additional species as threatened and endangered, recover populations of species that are already listed and efficiently use resources of the agency and its partners to implement cooperative conservation projects.

The completed strategy will be used by a wide range of partners, including state, federal, private and not-for-profit organizations to facilitate coordinated efforts to conserve the diversity of wildlife species and habitats in Indiana. The CWS will also meet the requirements of the enabling legislation for the State Wildlife Grants program and complementary but slightly different language for the Wildlife Conservation and Restoration Program, making the state eligible for federal funding for conservation.

A communications plan is needed to involve all partners (target audiences) to ensure successful *development* of the CWS. A separate (or expanded) communications plan will be needed to enhance *implementation* of the CWS after it is developed and approved by the U.S. Fish & Wildlife Service (FWS). The major components of the communications plan are goals, strategic approach, target audiences, tactics, action plan and evaluation. We have identified specific objectives, tactics and key messages for each target audience. Some of these objectives and key message are the same across audiences, yet some are very different. Success of the plan will be measured by evaluating if target audience objectives are achieved.

### **Goals**

Goal statements should help answer the question: What results are expected from this communications effort? Following are the goals of the communications plan for development of the CWS.

As a result of this strategic communications effort:

1. Target audiences will be informed and excited about the development and implementation of the CWS.
2. Target audiences will understand why the CWS is being developed (to manage wildlife species of greatest concern by protecting the habitat needed for them to thrive).
3. Target audiences will understand that there is an opportunity to use the CWS to develop an integrated approach to conserve wildlife.
4. Target audiences will support the CWS development process (and participate in it, as appropriate).
5. Target audiences will participate in implementing the CWS when it is completed.

6. DFW will develop or maintain positive relationships with target audiences.
7. Target audiences will understand the role of the DFW Wildlife Diversity Section in developing and implementing the CWS.
8. DFW will begin developing a mechanism for creating and utilizing multi-disciplinary teams to protect and enhance wildlife habitat.

### **Strategic Approach**

It is important to have a communications plan for the development of the CWS, so the audiences involved understand the goals of the CWS, the development process, how the identified audiences can be involved, and how the strategy will conserve Indiana's wildlife.

There are numerous diverse audiences that need to be involved in the development of the CWS. To be successful, each audience needs to know or do different things. DFW/DJCA will use the following strategies to engage audiences:

- Customize communications for each partner or target audience.
- List and define each target audience and the unique objectives, key messages and communications tactics that will be used to reach each audience.
- Survey conservation organizations to gather feedback about how to best communicate with this audience about the CWS **and to** determine how engaged they may be in development and implementation.
- Conduct one-on-one discussions and presentations, as appropriate. This is one of the most effective ways to communicate key messages. Since it is impossible to do this with all target audiences, DJCA and the survey responses will determine select keystone partners and other partners who can transmit information from the DFW to additional constituents.
- Develop customizable promotional pieces to communicate with target audiences.
- Develop and maintain a database of audiences involved with the CWS that includes existing DNR constituents and develops new contacts with nontraditional audiences. The database will be used to communicate with everyone involved in the process to:
  - a) Advise them of the process;
  - b) Gather information on existing conservation efforts and needs;
  - c) Facilitate comment on the CWS; and
  - d) Prepare them for involvement in implementation.

### **Target Audiences**

There are five general audiences that we need to engage during the CWS development process. Each audience will make a different contribution to the success of the CWS, so each audience has unique objectives, key messages and communications tactics described later in this plan. Each target audience group is listed and defined below. In an attempt to include all audiences, we

have listed some example organizations within each target audience. See *Appendix A* for a complete list of identified organizations listed by target audience group.

1. Upper-level government – executive level staff working for the state of Indiana. Audience includes: the governor’s office, the DNR Director and administrators, etc. Support is needed from executive level staff to develop and implement the CWS.
2. IN DFW staff – the Division of Fish and Wildlife staff including but not limited to administrators, field staff and section heads. All staff must support the development of the CWS because the final plan will be a blueprint that guides DFW conservation projects at all levels.
3. Technical experts – wildlife biologists or other experts that have expertise in an IN habitat or species. These experts may work for the IN DNR or outside of the DNR with another conservation organization or institution. These are the experts who conduct “on-the-ground” habitat or species conservation work or research in Indiana.
4. Conservation organizations – any conservation organization that can assist in the development and/or implementation of the CWS. DJCA sent an electronic survey to a broad list of over 500 organizations or representatives from those organizations in the state. Survey responses will be used to place each in one of the following “Conservation organization” categories. Categories are necessary to define the level of involvement of each organization, and to help the DNR better target its communications efforts.
  - I. *Keystone Partners* – these organizations will need to be intricately involved in the development process and have all of the following:
    - Staff experts that will provide technical information through the technical expert survey or by reviewing the draft CWS document. Some staff might have expertise in a species and others might have expertise in a specific habitat. There is potential overlap with the technical expert audience, #3 above.
    - Buy into the development of the CWS so each will be more likely to assist with implementation.
    - Be willing to communicate with their members and other target audiences predisposed to a topic dealing with conservation about the CWS.
    - Mechanisms to communicate with segments of the other public target audience, #5 below.
  - II. *Partners* – these organizations will have all of the following:
    - Buy into the development of the CWS so each will be more likely to assist with implementation.
    - Be willing to communicate with their members and other target audiences predisposed to a topic dealing with conservation about the CWS.
    - Mechanisms to communicate with segments of the Other Publics target audience.

- III. *Stakeholders* – these organizations need to buy into the development of the CWS so each will be more likely to assist with implementation. However, this grouping of organizations will just need to be aware of the CWS effort—there is no need at this point for the organizations to be actively involved with the development of the CWS.

5. Other Publics

Most of the communications efforts will be focused on “Other Publics” who are predisposed to conservation, #I, II, III below.

- I. Traditional constituents: hunters, trappers and anglers
- II. Non-traditional constituents: wildlife viewers, nature study, photographers, etc.
- III. Recreational land users: boaters, hikers, and campers
- IV. John “Q” public: “Everybody in Indiana”

**Objectives, tactics and key messages organized by target audience**

Below each of the five target audiences are listed, followed by the unique objectives, key messages and tactics for each. The key messages are listed under the objective that it will be used to achieve. After the objectives and key messages, the tactics that will be used for each audience are listed.

***Target Audience #1: Upper-Level Government***

**Objectives**

For the communications plan to be successful, all of the following measurable objectives need to be achieved.

1. Present the CWS development process to IN DNR Director and executive staff – ask Director about meeting with Governor’s office.
  - Key Messages
    - a. IN DFW is developing a Comprehensive Wildlife Strategy. The goal is to prevent wildlife from becoming endangered.
    - b. This is not just a planning effort—the strategy provides economic benefits by helping to keep species off the endangered list, and should lead to new federal funding for conservation in the future.
    - c. This is an historic effort: this kind of comprehensive effort has never been done before in our state, and every other state is also doing it at the same time.
    - d. This is a rigorous science-based process to determine priorities for declining wildlife and habitat.
    - e. This effort is asking: What are the species and habitats in trouble? Why are they in trouble? Most importantly, what are we going to do about it?
    - f. We are working with a broad cross section of our state to get this done from wildlife experts to hunters and anglers to other environmentalists to farmers and ranchers.



3. Identify technical experts that can provide habitat and species information.
  - Key Messages
    - a. All the key messages for objective 1 & 2
    - b. Information for the strategy will be gathered through a conservation organization survey and technical expert input, focused on agencies and organizations that either conduct land, water and wildlife management or provide technical and financial assistance to those efforts.
    - c. We need your help identifying technical experts to provide species and habitat information for Indiana.

### **Tactics**

- Presentations
- One-on-one discussions
- Press kit
- Website
- Electronic newsletter
- Databases
- E-mail
- Articles (?)

### ***Target Audience #2: IN DFW Staff***

### **Objectives**

1. Record and report the number of IN DFW Chiefs/Section Heads supportive of developing an integrated approach to managing wildlife by improving habitats.
  - Key Messages
    - a. IN DFW is developing a Comprehensive Wildlife Strategy. The goal is to prevent wildlife from becoming endangered.
    - b. This is not just a planning exercise – the strategies will guide the existing State Wildlife Grants program and should lead to future additional money.
    - c. Research suggests that habitat quality and quantity are the primary factors affecting the conservation of wildlife throughout the state. The CWS will include information on the distribution and abundance of wildlife species, including low populations and declining species.
    - d. This is an historic effort that all fifty states and U.S. territories are simultaneously engaged in, presenting a tremendous opportunity for conservation at a landscape scale.
    - e. This is a rigorous science-based process to determine priorities for declining wildlife and habitat.
    - f. This effort is asking: What are the species and habitats in trouble? Why are they in trouble? Most importantly, what are we going to do about it?

- g. IN DFW is working with a broad cross section of our state to get this done from wildlife experts to hunters and anglers to other environmentalists to farmers and ranchers.
- h. This effort has emerged through the work of a broad national bipartisan wildlife conservation coalition, called Teaming with Wildlife. Teaming With Wildlife includes more than 3000 organizations nationwide.
- i. The task of conserving declining wildlife is challenging but we know success is possible from our history with wildlife conservation successes like the wild turkey, white-tailed deer, and striped bass.
- j. The CWS will emphasize the importance of habitat conservation, restoration and protection by identifying groups of species into guilds, that are associated with specific habitats, then selecting representative species from each guild. Division staff led and contributed to this effort.

2. Participate in and understand their role in the development of the CWS

- Key Messages
  - a. All key messages from objective #1
  - b. Technical expert information will be collected through an online expert questionnaire. Support of division supervisors will be essential to encourage staff participation in: a) filling out the expert questionnaire; and b) identifying other experts to participate, both within and external to DNR.
  - c. Conservation organization information will be gathered through an on-line survey, focused on agencies and organizations that either conduct land, water and wildlife management or provide technical and financial assistance to those efforts. Agency staff will be instrumental in identifying additional conservation organizations to fill out this survey.

3. Informed consent

- Key Messages
  - a. All key messages from objectives #1 and 2
  - b. Conservation organizations and the general public may request information about the CWS process from DFW staff. Information about the CWS is on the website. Progress updates will be provided through email correspondence and news articles (WildBulletin, etc). CWS website: <http://www.djcase.com/incws>.
  - c. The CWS process incorporates several opportunities for agency and public review. Your continued engagement will ensure that the CWS is an accurate representation of wildlife needs and opportunities and can be implemented effectively through collaborative efforts.

4. Describe multi-disciplinary opportunities for implementing CWS

- Key Messages
  - a. All key messages from objectives #1,2 and 3

- b. DFW can use the CWS development process to integrate long-range internal planning for protecting and enhancing wildlife habitat. The next round of strategic planning may be integrated through the CWS.
5. Staff will have sufficient understanding to be able to broadly explain CWS to agency constituents and conservation organizations.
  - All key messages listed above will be used

### **Tactics**

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- Presentations
- One-on-one discussions
- Press kit
- Website
- Electronic newsletter
- Databases
- Poster
- E-mail
- Conservation organization survey
- Technical expert questionnaire
- DNR consultation

### ***Target Audience #3: Technical Experts***

#### **Objectives**

1. Present the CWS development process to **all** identified technical experts.
  - Key Messages
    - a. IN DFW is developing a Comprehensive Wildlife Strategy. The goal is to prevent wildlife from becoming endangered.
    - b. This is not just a planning exercise – the strategies will guide the existing State Wildlife Grants program and should lead to future additional money.
    - c. This is a rigorous science-based process to determine priorities for declining wildlife and habitat.
    - d. This effort is asking: What are the species and habitats in trouble? Why are they in trouble? Most importantly, what are we going to do about it?
    - e. IN DFW is working with a broad cross section of our state to get this done from wildlife experts to hunters and anglers to other environmentalists to farmers and ranchers.
    - f. This effort has emerged through the work of a broad national bipartisan wildlife conservation coalition, called Teaming with Wildlife. Teaming With Wildlife includes more than 3000 organizations nationwide.



- b. Information about the CWS is on the website. Progress updates will be provided through email correspondence and news articles (WildBulletin, etc). CWS website: <http://www.djcase.com/incws>.
4. Obtain expert information for 100 percent of the representative species listed on the survey (or at least 100 percent of the habitats that have species of greatest conservation need in the guild).
  - Use all key messages above to meet objective

### **Tactics**

- E-mail
- One-on-one discussions
- Website
- Technical expert questionnaire
- Electronic newsletter
- Databases
- On-line input

### ***Target Audience #4: Conservation Organizations***

Conservation organizations have been grouped into three levels. There are different objectives and communication tactics for each “conservation organization” level.

#### *i. Keystone Partners*

##### **Objectives**

- 1) Identify organizations with technical expertise to provide feedback on habitat narratives. Report and record organization.
- 2) Present the CWS and need for organizational involvement to large groups of the organizations. Focus on the organizations that request a presentation via the “Conservation organization” survey. Record and report the organizations that receive presentation.
- 3) Encourage organizations to present the CWS to their members and others with a predisposed interest in conservation activities. Record and report the organizations that utilize templates to present CWS to others.
- 4) Utilize organization communication mechanisms to reach segments of the “Other Publics” target audience. Record and report the organization and the type of communication that can be utilized to reach the “Other Publics” audience.
- 5) Obtain public comment from \_\_\_% of the Keystone Partners and Partners
- 6) Record the number of “Conservation organization” surveys filled-out and list the organizations that filled the surveys out
- 7) Request/record the number of gathered organizational strategic plans.

##### **Tactics**

- E-mail
- One-on-one discussions
- Website
- Conservation organization survey

- On-line input
- Electronic newsletter
- Databases
- Presentations
- PowerPoint Template
- Press kit
- Articles
- Press release

ii. *Partners*

**Objectives** – All of the Keystone Partner objectives except Objective #1

**Tactics** – All tactics listed for Keystone Partners except technical expert survey.

iii. *Stakeholders*

**Objectives** – Provide periodic communications about the process

**Tactics**

- Electronic newsletter
- E-mail
- Press release

**Key Messages**

Use all key messages throughout the process. Select messages as appropriate to communicate with audiences to reach objectives.

- a. IN DFW is developing a Comprehensive Wildlife Strategy. The goal is to prevent wildlife from becoming endangered.
- b. This is not just a planning exercise – the strategies will guide the existing State Wildlife Grants program and should lead to future additional money.
- c. This is a rigorous science-based process to determine priorities for declining wildlife and habitat.
- d. This effort is asking: What are the species and habitats in trouble? Why are they in trouble? Most importantly, what are we going to do about it?
- e. IN DFW is working with a broad cross section of our state to get this done from wildlife experts to hunters and anglers to other environmentalists to farmers and ranchers.
- f. This effort has emerged through the work of a broad national bipartisan wildlife conservation coalition, called Teaming with Wildlife. Teaming With Wildlife includes more than 3000 organizations nationwide.
- g. The task of conserving declining wildlife is challenging but we know success is possible from our history with wildlife conservation successes like the wild turkey, white-tailed deer, and striped bass.

- h. This is a historic effort: this kind of comprehensive effort have never been done before in our states, and every other state is also doing it the same time.
- i. Research suggests that habitat quality and quantity are the primary factors affecting the conservation of wildlife throughout the state
  - a. To develop a CWS focusing on habitat, DFW will identify and integrate a broad range of agency and organization efforts that conserve wildlife species of greatest concern and their habitats.
  - b. The CWS will include information on the distribution and abundance of wildlife species, including low populations and declining species. The strategy will consider the broad range of the state's wildlife species with priority placed on those species with greatest conservation need and their habitats.
  - c. The CWS will conserve wildlife through habitat conservation, restoration and protection. Wildlife will be categorized into guilds that are associated with specific habitats, and representative species will be selected from each guild. By conserving habitats, wildlife associated with the habitats will also be conserved.
  - d. Many agencies and organizations are involved with "on the ground" habitat conservation projects. DFW needs your help to identify these efforts by taking an electronic survey.
  - e. Many agencies and organizations are involved with "on the ground" habitat conservation projects. DFW wants to develop and strengthen partnerships with these organizations and agencies. Partnering agencies and organizations will be able to provide feedback about wildlife habitat and together conserve wildlife.
  - f. The CWS process provided several opportunities for agency and public review. Your continued engagement will ensure that the CWS is an accurate representation of wildlife needs and opportunities that can be implemented through collaborative efforts.
  - g. Information about the CWS is on the website. Progress updates will be provided through email correspondence and news articles (WildBulletin, etc). CWS website: <http://www.djcase.com/incws>.

### ***Target Audience #5: Other Publics***

#### **Objectives**

1. Obtain Other Publics comments during the CWS development process.
  - **Key Messages**
    - a. The goal is to prevent wildlife from becoming endangered.
    - b. This is a rigorous science-based process to determine priorities for declining wildlife and habitat.
    - c. This effort is asking: What are the species and habitats in trouble? Why are they in trouble? Most importantly, what are we going to do about it?

- d. This is an historic effort: this kind of comprehensive effort has never been done before in our state, and every other state is also doing it at the same time.
- e. We are working with a broad cross section of our state to get this done from wildlife experts to hunters and anglers to other environmentalists to farmers and ranchers.
- f. This is not just a planning exercise – the strategies will guide the existing State Wildlife Grants program and should lead to future additional money.
- g. The task of conserving declining wildlife is challenging but we know success is possible from our history with wildlife conservation successes like the wild turkey, white-tailed deer, and striped bass.

## **Tactics**

- Databases
- PowerPoint through keystone partners and partners
- Website
- Press kit
- Electronic newsletter
- E-mail
- On-line input
- Press release
- Articles

## **Tactics Defined**

Below the communications tactics that will be used to achieve the goals identified in this plan are defined.

- **Databases** – Develop databases grouped by target audience. Research existing databases that can be used to communicate with segments of the target audiences.
- **Presentations** – DFW/DJCA will present the CWS and process to groups of audiences. Each presentation will be customized for each audience.
- **PowerPoint** – A generic template will be developed to use during presentations. Templates will be customized for each presentation. IN DFW staff, Keystone Partners and Partners will be taught how to utilize presentations to communicate with other audiences about the CWS.
- **One-on-one discussions** - Whether in-person or over the phone, some audiences will need to hear the key messages numerous times. One of the most effective ways to communicate key messages is to have one-on-one discussions. It will be impossible to have one-on-one discussions with all target audiences, so we will have one-on-one discussions as opportunities are presented.
- **Press kit** – We will develop and distribute a press kit with customizable templates to distribute during discussions/interviews/presentations. The press kit will have a CWS fact sheet, press release, and FAQ. It will explain the process, how the selected audience can be involved and the kit will refer audiences to the website.

Each audience will want different information out of the press kit. Some audiences might want just a one-pager while other will want to review all available information. ID DFW, Keystone Partners and Partners will be taught how to use the Press kit template to communicate with audiences.

- **Indiana CWS website** – During all communications, target audiences will be directed to the CWS website. The website will describe the development process, connect to surveys, electronic newsletters, the drafts of the CWS and other relevant information.
- **Electronic newsletter** – The newsletter will be distributed via e-mail to all target audiences through the developed databases. This tool will be used to keep target audiences informed about the CWS process and how they can help.
- **Poster** – DFW will develop a 2-page legal size poster to display in areas where DFW employees typically have a few moments to review (i.e.: break rooms, bathrooms, etc.). The poster will have an overview explaining the CWS and a section that describes the 8 required elements of the strategy.
- **E-mail** – It would be ideal to have face-to-face discussions with each target audience. However, there are numerous audiences involved in development of the CWS. To gather feedback and to communicate with audiences that we cannot talk with input, we will utilize e-mail.
- **Technical Expert Questionnaire** – identified audiences will receive access to an electronic survey to provide expertise on a specific species or habitat.
- **“Conservation organization” Survey** – identified audiences will receive access and asked to fill-out a “conservation organization” information survey.
- **On-line Input** – Target audiences will have the opportunity to comment on the CWS and development process on-line. The draft CWS will be posted to the CWS website for easy review and input. Target audiences need to understand the value of the CWS and potential opportunities for collaboration. Input is needed from all audiences for successful implementation of the CWS. Target audiences need to know that we are including their input. By including input, target audiences will buy into the CWS development process and support the CWS.
- **Articles** – We will place articles in identified publications (magazines, newsletters, newspapers, others) about how the CWS development process and how target audiences can be involved.
- **Press release to radio, television and print publications** – We will send press releases to media through the Wild Bulletin listserv to let target audiences know that the DFW is developing the CWS and will need participation (Indianapolis, Ft. Wayne, South Bend and Evansville). Follow-up with key media representatives after distributing.
- **IN DFW consultation** – DFW section heads will be consulted to evaluate their knowledge of CWS. During the interviews, we can discuss with section heads the benefits of developing the CWS. The CWS has the potential to allow the DFW to start developing an integrated habitat approach to the division’s strategic planning process. Instead of having a strategic plan for the fishing program, one for the wildlife diversity program and another for the aquatic nuisance species; the CWS

could allow the sections to work together for the benefit of conserving and protecting Indiana's fish and wildlife habitat.

### **Action Plan**

We need to communicate with target audiences throughout the CWS development process. Each target audience is needed to make the development process of the CWS a success. The following action plan will be used to reach the goals identified in this communications plan.

<b>Date</b>	<b>Action</b>	<b>Assignment</b>
Aug. 2004	DJCA/DFW develop CWS website	Complete
Sept.	DJCA/DFW identify "conservation organizations" and begin to categorize into levels	Complete
	DJCA develop database of technical experts	Complete
	DJCA/DFW select meetings that a large number of IN DFW staff attend	Complete
	DJCA develop "Conservation organizations" and "Technical Expert" surveys	Complete
Sept. 23	DJCA meet with DFW about CWS and the communications plan	Complete
Oct.	DFW hang posters in selected areas for staff to read	Complete
Oct. 12	CWS presentation at DNR Directors meeting	Complete
Oct. 19	CWS briefing at DNR Advisory Council Meeting	Complete
Oct. 25	Announcement "press release" to technical experts describing the CWS and the development and asking them to fill-out an electronic survey	Complete
Oct. 25-Nov. 22	Technical experts fill-out surveys	Complete
	DJCA make presentations to DFW staff and upper-level government at selected meetings	Complete
Oct. -Nov.	DJCA/DFW create PowerPoint template	Complete
Nov. 11	Distribute "Press release"/announcement asking "Conservation organizations" to fill-out information survey.	
Nov. 23	CWS presentation at Landholders meeting.	Complete
Oct. -Dec.	Follow-up with technical experts via e-mail and phone reminders asking them to fill-out survey	Complete
Nov - Feb 2005	Follow-up phone calls to "conservation organizations" specifically those defined by DJCA and DFW as keystone and ask to fill-out survey and provide a strategic plan.	Complete
Jan. - Feb.	DJCA compile "Conservation organization" survey and "Technical Expert" questionnaire	Complete
	DJCA review "Technical Expert" questionnaire feedback	Complete
Feb.	Identify keystone partners	Complete
Feb. 2	CWS meeting with IN DNR DFW staff	Complete
Feb. 10	CWS presentation at DFW staff Annual Conference	Complete
Feb. 19	CWS presentation at Hoosier Outdoor Writers Conference	Complete - Jon
Feb-April	DJCA review "conservation organization" survey responses	Monica - Ongoing
	DJCA draft CWS habitat narratives from technical expert surveys	Complete
	Edit and complete technical expert habitat narratives	Complete
	Upload technical expert habitat narratives on website	Complete
Mar. 9	CWS meeting with DNR DWS	Complete
Mar. 29	CWS presentation to DNR Directors	Complete
April	Develop databases for communications	Complete
	Thank-you package to Hupfer	Complete
	Review media contact list to utilize for distribution of press kit materials	Complete

	Review keystone list and identify up to 15 that should be contacted about organization communications mechanisms and talk with them about the need for their organization to review the first draft of the strategy.	Complete
	Develop CWS "awareness" news release for press kit	Complete
	Develop CWS "awareness" fact sheet for press kit	Complete
	Develop CWS "awareness" print PSA for press kit	Complete
	Develop CWS "awareness" short article about CWS for press kit	Complete
	Meet with new "upper-level" government administration	Complete
	Draft 1 <sup>st</sup> issue of CWS electronic newsletter to audiences 1,2,3 and 4. Customize newsletter for each audience.	Complete
	Distribute newsletter electronically	Complete
	Send e-mail(s) to technical experts and keystone partners about providing feedback on the CWS narratives.	Complete
	Follow-up e-mail to keystones and technical experts.	Complete
	Post press kits materials on website	Jon and Jenny
	Presentations to groups of identified keystone partners	Complete
Apr. 5	CWS meeting with DNR DWF	Complete
May 19	CWS presentation to FWS administrators	Complete - Gwen
July	DJCA use survey input and feedback gathered through one-on-one discussions and other communications to develop first draft of CWS.	Complete
July	DJCA draft CWS for public comment.	Complete
August	First draft of CWS to DFW	Complete
July	Continue to call "Keystone Partners" to inquire about using existing communication channels to solicit public input	Complete
August	Develop "news release" Keystone Partners to distribute through communication channels.	Monica and Phil
August	Review feedback from keystone partners to prioritize large group meetings.	Complete
August	Communicate with "Keystone Partners" to get them to utilize communication channels to distribute public input press kit materials.	Monica
August	Develop database of conservation organizations with information from electronic surveys and communication mechanisms gathered through phone calls. The database will be utilized for implementation of CWS.	Tim, Phil, Gwen, Monica and Jon
August	DJCA make DFW edits	Tim
August	Send CWS draft to Kyle Hupfer two weeks prior to public comment	Complete
September	Draft CWS ready for public comment period (all audiences review and provide feedback)	Tim
	Send press release soliciting public input to Wild Bulletin and other media contacts in databases announcing the public comment period. Post CWS draft to the website for public comment period.	Monica, Phil and Jon
	Present CWS at Conservation Partnership meeting at NRCS offices	Gwen
	Follow-up with DFW media contacts to encourage them to announce the CWS public comment period.	Monica
	Public comment period	
	DJCA/DFW review public input and make adjustments to the CWS.	
October	CWS finalized and ready for NAAT review.	
	DJCA present final CWS to DFW	
	DJCA/DFW edit CWS after NAAT review.	
	DJCA/DFW meet to determine next steps for communicating about the implementation of the CWS.	

<b>TBD</b>	NAAT approves the CWS and is ready for implementation.	
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### **Evaluation**

It will be important to evaluate the effectiveness of this communications plan to see if we reached our goals and should continue communications with target audiences when the CWS is ready for implementation. We will measure the effectiveness of this plan three ways:

1. Assess the objectives for each target audience to see if they were achieved.  
Potential Action: one year after the plan is completed, DFW could review the objectives listed for each target audience and determine if each objective was achieved.
2. Assess database of target audiences and review qualitative information gathered from presentations and discussions.  
Potential Action: Throughout the implementation of the communications plan, we will gather qualitative information from target audiences that will be tracked for each contact. This information could be used to assess developed relationships using qualitative database information.
3. Surveys.  
Potential Action: At DNR's direction, we could send pre-surveys to Conservation organizations to gather information needed for the CWS. These surveys would ask target audiences questions about how to best communicate with them about the CWS, measure how much audiences currently know about CWS and how interested they are in CWS. Once the CWS is finalized, DNR could resurvey the audiences to re-assess their knowledge and solicit their opinion of the CWS development process and the final strategy.

## Appendix A

1. Upper-level government
  - IN DNR Director and other executive level staff
  - IN DNR Division heads (see list of Divisions outlined for target audience #3)
  - State legislature?
  - Governor's Office (Agriculture Advisor/Dept?; Environment/Natural Resources Advisor)
  - Office of Commissioner of Agriculture
  - Indiana State Soil Conservation Board
  - IDEM
  - ISDH
  - State Chemists' Office
2. IN DFW staff
3. Technical experts (Identified previously or IN DNR staff selected because expert information missing for an identified species)
  - Technical experts outside DNR
    - a. Technical Advisory Committees
    - b. Other species and habitat experts outside DFW
    - c. Indiana State University project team
    - d. Professional societies (SAF, AFS, TWS, ASWCD)
    - e. Department of Transportation (biologists)
    - f. Indiana Academy of Sciences
    - g. IN Quail Unlimited
    - h. IN Ducks Unlimited
    - i. National Wild Turkey Federation
    - j. Pheasants Forever
    - k. Airport Animal Damage Control Group
    - l. Utilities
    - m. USFWS Ecological Services
    - n. USFWS Migratory Bird Office
    - o. Federal Law Enforcement
  - IN DNR technical experts in the following divisions
    - a. Entomology & Plant Pathology
    - b. Fish & Wildlife
    - c. Forestry
    - d. Law Enforcement
    - e. Nature Preserves
    - f. Outdoor Recreation
    - g. Public Info. & Education
    - h. Reclamation
    - i. Soil Conservation
    - j. State Parks & Reservoirs
    - k. Water
      - l. State Park Naturalists
4. Conservation organizations – (List organized by group)

- I. Keystone Partners
- II. Partners
- III. Stakeholders
  - Land Management Groups (list???)
    - [need examples]
  - State conservation partners
    - a. Hunting, trapping and fishing organizations
    - b. Wildlife viewing organizations
    - c. Recreational land user organizations
    - d. IN Teaming with Wildlife Coalition
    - e. Indiana Wetlands Conservation Plan TAT and WAG
    - f. Indiana Lake Management Work Group
    - g. Professional societies (SAF, AFS, TWS, IASWCD)
    - h. NRCS Field Staff
    - i. Purdue Extension
    - j. IN Farm Bureau
    - k. Indiana Department of Environmental Management (IDEM)
  - Federal land management
    - a. Bureau of Land Management
    - b. Department of Defense
    - c. U.S. Forest Service
    - d. U.S. Fish and Wildlife Service
    - e. U.S. Department of Agriculture
    - f. National Parks Service
  - Adjacent states connected by water or land management
    - Illinois
    - Michigan
    - Kentucky
    - Ohio
  - Existing multi-state collaborative partnerships
    - Great Lakes Commission
    - Great Lakes Fishery Commission
    - MICRA
    - ORSANCO
    - NAWMP
    - Partners in Flight
  - National conservation partners
    - IAFWA (Congress) – align state communications efforts with national outreach campaign.
6. Agricultural and forestry producers organizations
7. Development organizations
8. Regional and local planning, watershed management and parks departments
9. Indiana Association of Cities and Towns
10. Land trusts
11. Lake associations
12. Tourism organizations

13. Commerce organizations
    - Chambers of Commerce
  14. Regional or statewide utilities
  15. Natural resources, engineering and environmental law consulting firms
  16. Other businesses related to land and water use
  17. Environmental learning programs
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5. Other Publics
    - Traditional constituents: hunters, trappers, anglers, Hoosier Outdoor Writers Association, retail conservation companies (Gander Mountain, Dicks, etc>)
    - Non-traditional constituents: wildlife viewers, Private land owners, Hoosier Association of Science Teachers, Environmental Educators Association of Indiana (EEAI), Wild Birds Unlimited
    - Recreational land users: boaters, hikers, and campers, Hiking Association, 4-Wheeling Associations, Equestrian Associations
    - John “Q” Public: “Everyone in Indiana”