

Attachment A

Stakeholder Executive Summary

This document summarized the lengthy stakeholder survey document. Direct quotes are in *italics*. All other items are combined, edited for clarity, or represent a summary point.

Qualitative analysis is very different from traditional quantitative techniques. It involves far more than counting the occurrences of an item. As you read through this summary, be conscious that it represents a compilation of the data into themes of our choosing. We use themes as placeholders or “buckets” to capture the flavor of a group of seemingly unrelated ideas.

Several key themes are prevalent in the stakeholder survey:

1. Emerging Stakeholder Tension

There are tensions between all your user groups and clear strategies for addressing the tensions must be identified and prioritized. Each group insisting on increased FWC focus and programmatic energies. Additionally, the non-use group is requesting that habitat be set aside and that the species not be consumed in many areas.

2. Leadership

New stakeholders are emerging and requesting FWC focus on and provide the leadership around Habitat and Water in Florida. Strategically, this offers many challenges to FWC. It implies new skills, new focus of energies, and an active role in coordination. This implies new roles for the existing SLT members, particularly as it relates in more interagency coordination, MOU's and broader perspectives of the agencies role in Florida.

3. New Customers

The traditional customer base is tiny and declining as a percent of the population, is not united in its requests to FWC, and it is not active in supporting the FWC. This will increasingly put the agency in an advocacy role that is not understood by the vast majority of Floridians. Careful consideration needs to be given to working with the traditional fresh water anglers and hunting groups to increase their active support, reduce the internal tensions within the groups (bow hunting versus dog hunting), and explain the need for them to begin actively addressing the demographic shift threatening their recreational pursuits. It must be made clear that FWC is not the advocate for any one group over any other and not a marketing agency for any one type of user.

4. Placing the Resource First

The resource comes first with nearly all your groups (93% according to our poll). Those self-focused on single issues that serve only themselves must be helped to create a broader perspective. Assisting stakeholders in understanding the big picture as it

relates to your mission and their long-term best interests will be a key role for the FWC leadership.

5. Evolution in Funding

User-based funding is a mixed blessing. It is perceived as driving the department to pursue directions and choices that might be counter to the needs of the habitat and species. Additionally, it is tied to a stable or declining user base. The growth areas in the in users are boaters, saltwater anglers, recreational (non-hunting and fishing) users. In many ways, the traditional groups have a lesser impact on the habitat than the new users, requiring fewer infrastructures to access the habitat. It is largely the perception of consumptive uses that will need to be addressed. ,

6. Revolution in Funding

Broader funding mechanisms are needed that are equitable, applied to all users and applied to non-user beneficiaries. Stakeholders were clear in their statements that increased fees, dedicated to specific ends were OK. Additionally, they felt it was unfair to exempt any user group from fees (seniors, non-powered boats, recreational users, saltwater shore anglers, etc...)

7. Mouthpiece of the Resource and Species

Education of Floridians and visitors about the state-of-the-resource will be an increasingly important role. All stakeholders felt that extensive communication with the Public about the resource was essential. They recommended partnerships as the primary way for FWC to address this role.

8. Partner 'til we Drop

The decisions facing Florida are too big to go it alone. Partnerships are the key to solving the really big problems. This does not imply that partnerships cannot be used on a smaller scale to attack local and regional problems. In fact, the short-term successes are likely to happen in bite-sized chunks. This will require a complete re-assessment of how we currently are structured to operate, how we view our day-to-day jobs, and inter-operate with others.

9. Stick to science as a basis for decision-making.

It is clear from the stakeholder and employee surveys that departure from science-based decisions had damaged the credibility of FWC with both groups. Make our science good enough that we are prepared to make the big calls and can justify all decisions with neutral science.

10. Proactive Research

Build the research database that enables proactive actions that can be implemented on behalf of the habitat and species in FloThis is related to several of the above items. Leadership, scientific decision-making, education, and other themes all leverage on having the data, information, knowledge and, ultimately, wisdom to do the right thing for the habitat and species under out care or influence.

11. Re-think Law Enforcement

Law enforcement is the way that each group ensures the other groups are doing their part. The law enforcement mechanism is increasingly called upon to ensure compliance. If a group is experiencing a decline or diminishment of their specific use of the resource, they want to ensure that others are not still reaping benefit. Law enforcement implications must be paramount in all execution. Additionally, FWC must discuss that “more” is not the most likely answer. The most likely answer is different. Assisting all stakeholders in understanding the real constraints will be critical. Having a mission critical focus for law enforcement will be essential. They must focus their energies on those areas that have the greatest impact and benefit. Additionally, FWC must be seen as championing stricter penalties.

12. The Role of the Commission

The Commission is not seen as balanced in representation or focus. It is seen as overtaxed and increasingly focused on marine issues. Stakeholders do not feel that the Commission has time to fully listen to them, given the current agenda. It will become increasingly important to create pre-Commission processes that allow for stakeholders to become involved in proactive solutions, well in advance of any immediate need for rule-making. We suggest a long-term planning process with stakeholders to identify the emerging issues where rule making will be required and suggested rules. Additionally, we suggest a pre-Commission process be established for including all stakeholder input into a position paper that can be used as a briefing document for the Commission. This would be a more immediate process that would address the gathering of scientific and socio-economic input, before the rule-making process.

13. Big Picture Thinking

Landscape level planning, data collection, and research is required of FWC, particularly when looking at the big picture issues on the horizon, partnership interactions, and answering the emerging questions that face Florida habitat and species.

14. New Roles

There are new roles FWC must take on. The existing lines of business are not effectively addressing the expectations of customers or the role of protecting the resource. FWC advocates for key strategies, goals will need to be identified, and their roles defined.

15. Serving Florida and its Visitors

Change the way we interact with customers to better address their real needs, not our view of their needs. Bringing FWC into the Third Millennium in its understanding of customer support, help desks, community involvement, and responsiveness will be critical to how we are viewed and are directly related to State efforts in this arena. This will be one of the key influencers on the monetary and stakeholder support we need to execute the strategy.