I. Introduction

How to Use this Manual
Robust stakeholder engagement is essential for the sustainable management of fisheries throughout California. Given the multitude and diversity of stakeholders involved, engagement with fishermen and other groups affected by fisheries management can be challenging. Fortunately, many different stakeholder engagement strategies exist to enable interaction between fisheries managers and stakeholders. Although these strategies may not be able to address all of the challenges in fisheries management, they can be designed to allow a free flow of information between fisheries stakeholders and managers, assisting in the decision-making process and creating more robust, long-lasting solutions to management issues.

This project has been informed by interviews with stakeholder engagement experts in marine resource management agencies across the United States and with marine resource stakeholders in California. The key purpose of the interviews was to assess and distill how various outreach strategies can be applied to improve marine resource management decision-making.

This User Manual highlights the importance of stakeholder engagement and describes a step-by-step process by which marine resource managers and other users can identify, adapt, and implement appropriate and effective engagement approaches within a variety of management contexts. A questionnaire is provided in the appendix to allow resource managers and other users identify engagement strategies that are uniquely suited to their needs, and the content of the user manual and questionnaire have also been integrated into an online Decision Support Tool. A key purpose of this User Manual, as well as the associated Decision Support Tool, is to facilitate and promote stakeholder engagement that sets better expectations and creates more buy-in from the stakeholders who participate.

This User Manual has three sections:

- **Section I** introduces the user to the document and shares information on how to use the manual, why stakeholder engagement is important, key principles underlying stakeholder engagement, relevant statutory requirements, and metrics for evaluating stakeholder engagement.
• **Section II** leads the user through the process of scoping engagement needs and selecting the appropriate engagement strategy or strategies to meet those needs. This process is supported through the use of the questionnaires or the online Decision Support Tool.

• **Section III** provides the user with a compendium of each engagement strategy with information on strategy description and purpose, timing considerations, key implementation considerations (including staffing, funding, and skill requirements; historical, contextual, and legal considerations; and keys to success), and ways for evaluating strategy effectiveness.

Before proceeding, it’s important to note that marine resource management is an ever-changing field. Although this manual provides a straightforward process for selecting and implementing an appropriate strategy, it should also be noted that continually adapting engagement strategies to fit changing management contexts is important for long-term success. For this reason, this manual’s content and companion online decision support tool should be periodically updated to respond to major changes in the socio-ecological, economic, political, or institutional landscape of marine resource management.

Additionally, it is important to recognize that there may never be a perfect stakeholder engagement strategy for every scenario: there will always be trade-offs. The challenge for the user is to select the most appropriate strategy or strategies given specific engagement goals, process timing, stakeholder audiences, and other constraints (e.g., staff and financial resources, legal).

**Why Stakeholder Engagement is Important**

Stakeholder engagement with marine resource stakeholders is critical for the long-term success of any management regime. In coordination with the development of this manual, a series of workshops and assessments have been conducted; these clearly showed that a significant majority of stakeholders support and rely on robust engagement by regulators to ensure marine resources remain healthy and sustainable into the future. Good engagement is important to ensure stakeholders with relevant, local knowledge, and who are most directly affected by regulatory decisions, are provided the opportunity to be involved in the development of management options, science, and data collection for their marine resources. By utilizing the engagement principles below, regulators and stakeholders can build trust, create resilient relationships, and increase “buy-in” for and ultimately compliance with marine resource management decisions. This applies to engagement prior to, during, and following a regulatory process, although ensuring effective stakeholder engagement prior to regulatory processes is especially important.

**Key Stakeholder Engagement Principles and Guidance for Implementing in Practice**

Employing the key process principles of stakeholder engagement is critical in improving decision-making outcomes in any marine resource management context. This User Manual distills five overarching process principles that should be integrated into the use of each engagement strategy. Resource managers and stakeholders should draw on these key principles and best practices to inform both the selection and implementation of an effective stakeholder engagement strategy. Table 1 below defines each principle and presents key process guidance for implementing the principles in practice. Stakeholder engagement is also not a passive experience for the stakeholder. Consistent commitment and engagement from all parties is necessary to accomplish meaningful engagement and to achieve desired management outcomes.
**Table 1. Five Key Stakeholder Engagement Principles and Implementation Guidance**

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
<th>Why Implement?</th>
<th>Guidance to Implement in Practice</th>
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</table>
| **Engage early and Often**         | Engaging stakeholders early and often allows managers to identify the boundaries of stakeholder values and preferences around management issues and ensure that management alternatives are, and remain, in the public interest. | Early public involvement can reduce delays in the approval process and the likelihood of issues becoming politicized. Engaging stakeholders early can also nurture trust, expand management options, improve communication, improve process efficiency, enable conflict management, and increase representation. | ✓ Involve stakeholders in defining the management problem; decision-making reflects the interests and concerns of stakeholders at that time.  
✓ Involve stakeholders before management alternatives are identified and solidified to ensure all viable options are on the table  
✓ Use consistent mechanisms for updating and engaging stakeholders in the decision-making process (e.g., website is updated bimonthly).  
✓ Employ engagement strategies over a time frame during which stakeholders can feasibly influence the management decision (e.g., stakeholders are contacted 1-2 months ahead of an engagement opportunity that will inform decision-making; stakeholders are engaged before managers use their best judgment about the decision). |
| **Set Clear Goals**                | Setting goals ensures managers and stakeholders alike are working towards a common endpoint.                                                   | Clear goals for stakeholder engagement, particularly when established in collaboration with stakeholders, improve clarity around decision-making expectations and opportunities for public participation. | ✓ Involve stakeholders in identifying clear long- and short-term planning and agency management goals (measurable, achievable, and specific).  
✓ Have clear goals for stakeholder engagement (e.g., goals based on this checklist).  
✓ Employ metrics to determine the efficacy of stakeholder engagement and adapt strategies over time based on this evaluation (see introduction section outlining possible engagement metrics). |
| **Build Relationships**            | Building key relationships between managers and marine resource stakeholders can strengthen trust by putting a human face to management actions, connecting agency staff to communities through key communicators, and increasing empathy and understanding between managers and stakeholders. | Relationships and agency visibility contribute to public acceptance and allow managers to more quickly and nimbly respond to pressing stakeholder concerns—creating social resilience around management decision-making. | ✓ When appropriate, use personal names or identifying photos to communicate with stakeholders.  
✓ Utilize communication platforms accessible by the affected stakeholder community.  
✓ Disseminate materials in many different venues (e.g., physical, online, press).  
✓ Respond to or contact stakeholders individually, and meet in-person when requested or appropriate.  
✓ Acknowledge and affirm stakeholders for their efforts to engage.  
✓ Interact with stakeholders informally in community settings. |
<table>
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</table>
| Ensure Transparency    | Transparency ensures the goals, motivations, and activities for management decision-making are communicated publicly and engagement processes are clearly documented. The public should be aware of how they can, and cannot, influence outcomes, and how their perspectives were ultimately considered within decision-making.                                                                                     | Transparency around how managers are approaching decision-making processes builds trust and interest in contributing. Transparency also helps establish stakeholder expectations and illuminate where interpretation or understanding may differ across stakeholders. Clarity in messaging is critical for reducing public misunderstanding, negative backlash to agency actions, and distrust. | ✓ Provide mechanisms for stakeholders to easily identify the status of the decision-making process and how they may engage proactively.  
✓ Clearly and transparently communicate why and how the management decision is made (i.e., who will make the final decision, what is the role of stakeholders and fisheries users in the decision-making process, what information was used to influence the decision, how the decision will lead to outcomes optimizing, on balance, the public good, etc.).  
✓ If information is withheld, communicate the reasons for doing so to stakeholders.  
✓ Use clear, simple, and accessible language (e.g., language, structure, vocabulary); employ analogies and real-world examples in communications; and proofread outgoing materials.  
✓ If a mistake is made, admit it and rectify it as soon as possible.  
✓ Clearly define, in writing and verbally, the roles and influence of management, stakeholders, and the general public in the decision-making process.  
✓ Provide clear rationale and need for stakeholder participation (e.g., stakeholders will be able to contribute to management goal-setting, invitations to engage clearly state how participation is in the stakeholders’ best interest). |
| Pursue Inclusivity      | Ensuring an inclusive and public process is critical for safeguarding equitable decision-making and receiving a diversity of stakeholder voices.                                                                                                                                                                                                 | The marginalization of voices can lead to the delay or preclusion of management action, and the exclusion of voices can limit the information accrued to inform decision-making and stakeholder buy-in.                                                                                   | ✓ Engage a representative cross section of stakeholder interests affected by the management decision and confirm this selection through transparent assessment of the affected communities.  
✓ Disseminate information in the languages and formats that all potential stakeholders can understand.                           |
**California Requirements in Support of Stakeholder Engagement**

The Department of Fish & Wildlife and the Fish & Game Commission—the two California agencies tasked with managing state fisheries—are subject to a variety of requirements designed to inform and protect the public. These requirements are the bare minimum for stakeholder engagement and are primarily focused on notice of public hearings and public comment. They also include consultation between government entities, including tribes. The relevant requirements, in brief, are:

1. **Marine Life Management Act (MLMA):** Requires the use of a variety of stakeholder engagement methods throughout fisheries planning and research processes (e.g., Cal. Fish & Game Code §§ 7050(b)(7); 7056(h),(e); 7059(a)(4); 7076(a); 7077). With regard to fishery management plans specifically, a minimum of two public hearings for each plan or plan amendment must be held before the Fish and Game Commission may reject or adopt the plan. Prior to scheduling a hearing, the Fish and Game Commission must consider where the majority of fishery participants are located, to increase the ease with which they may attend and their ability to participate effectively (Cal. Fish & Game Code § 7078(a),(c)).

2. **California Administrative Procedures Act:** Requires all proposed agency regulations to be published in the California Regulatory Notice Register and remain open for public review and comment for a specified amount of time, but only requires public hearings on request (e.g., Cal. Gov’t Code §§ 11346.5(a)(17); § 11346.8(a)). If an agency does hold a hearing, notice (including time, place, nature of proceedings, and authority) must be provided at least 45 days before the hearing and the end of the public comment period via mail to all those who filed a notice request and through publication with the California Regulatory Notice Register (Cal. Gov’t Code § 11346.5). Written and oral statements must be allowed at the hearing; if a change to the regulation results, the agency must make the full text available at least fifteen days prior to the regulation’s adoption, repeal or amendment (Cal. Gov’t Code § 11346.8(c)).

3. **California Environmental Quality Act (CEQA)/National Environmental Policy Act (NEPA):** Requires the production of environmental impact reports for projects that may have a significant impact on the environment. These reports must remain open for public review and comment for a specified amount of time (e.g., Cal. Pub. Res. Code §§ 21003(b); 21092(a),(b)). Although both the CEQA and NEPA note specific requirements for how public comments generally must be addressed, the hearing must be designed such that all verbal comments can be recorded and provided in an official transcript to staff for response in writing. CEQA also maintains a series of public noticing requirements: generally, meetings must be properly noticed in local press at a minimum, and copies of the draft document(s) in question must be provided in hard copy upon request and at local community venues. Meeting notices must go out 10 days in advance. Since most state-driven fisheries management processes will require CEQA or the MLMA equivalent only, it’s unlikely that federal environmental impact disclosure requirements will apply. However, in cases where NEPA is required, official public hearings generally must be noticed in the federal register a minimum of 10 days in advance.

4. **Bagley-Keene Act:** Requires that state bodies allow public attendance at their meetings and that notice of the meetings be provided ahead of time along with an agenda specifying the main talking points (e.g., Cal. Gov’t Code §§ 11123(a) & 11125(a)). The Act defines a meeting as “any congregation of a majority of the members of a state body at the same time and place to hear, discuss, or deliberate upon any item that is within the subject matter jurisdiction of the state body to which it pertains” (Cal. Gov’t Code § 11122.5(a)). Under the Act, a state body includes both multi-member bodies created by law or statute to hold official meetings (Cal. Gov’t Code § 11121(a)) (e.g., the Fish and Game Commission) and advisory committees with three or more members created by formal action of another body (Cal. Gov’t Code § 11121(c)). The provisions of the Bagley-Keene Act require notice (place, time, agenda, contact information) to be sent of meetings to those who request it, provided in writing and on the Internet at least 10 days prior to the meeting (Cal. Gov’t Code § 11125(a)).

The MLMA is the principal law governing marine life management in California and defines stakeholders as “individuals from the sport and commercial fishing industries, aquaculture industries, coastal and ocean tourism and recreation industries, marine conservation organizations, local governments, marine scientists,
and the public” (Cal. Fish & Game Code § 7050(b)(7)). Generally, the MLMA requires that the marine resource management process remain open to the assistance and advice of stakeholders to better incorporate local information and knowledge into the management system (Cal. Fish & Game Code § 7056(h)). For example, the marine resource management system should allow stakeholders to “propose methods to prevent or reduce excess effort in marine fisheries” (Cal. Fish & Game Code § 7056(e)). In addition, pursuant to the MLMA, the Department must take steps to facilitate stakeholder involvement. For example, the Department must hold discussions and meetings in locations accessible to the highest concentration of stakeholders, where practical (Cal. Fish & Game Code § 7059(a)(4)).

The provisions above are designed to identify and explore stakeholder concerns early in the decision-making process and increase the trust between managers and relevant stakeholders. California resource laws generally require that the marine resource management process remain open to the assistance and advice of stakeholders to better incorporate local information and knowledge into the management system.

Resource managers should always consult with their legal counsels to establish when statutory requirements for stakeholder engagement exist.

Tribal Consultation
As Indian Tribes are separate government entities, any marine resource management decision that might influence Indian tribes and tribal communities should follow the guidance detailed in the California Natural Resources Agency Tribal Consultation Policy to ensure effective government-to-government consultation during the process. Governor Jerry Brown’s 2011 Executive Order B-10-11 and the California Natural Resources Agency’s accompanying 2012 Tribal Consultation Policy require engagement to “ensure effective government-to-government consultation” between the Department, the Commission, Indian tribes and tribal communities occurs, and to facilitate “meaningful input into the development of regulations, rules, policies, programs, projects, plans, property decisions and activities that may affect tribal communities” (Executive Order B-10-11, September 19, 2011, http://gov.ca.gov/news.php?id=17223; California Natural Resources Agency Tribal Consultation Policy, November 20, 2012, http://resources.ca.gov/docs/tribal_policy/Final_Tribal_Policy.pdf).

If tribal consultation is needed, resource managers should contact their agency's tribal liaison.

Indicators for Evaluating Stakeholder Engagement
Resource managers should consistently evaluate stakeholder engagement to measure whether and how strategies are achieving their target outcomes, and adapt the strategies to better suit the changing needs and characteristics of marine resources and stakeholders over time. Indicators and evaluation criteria to determine the success of an individual stakeholder engagement strategy vary depending on the strategy being used, but broadly speaking, indicators of effective engagement include:

- **Communication materials** are enumerated to measure the amount of information managers disseminate to stakeholders (e.g., the number of newsletters sent or meeting announcements made).
- **Individual attendance and participation** for all outreach activities (such as comment periods or in-person meetings) can serve as a proxy for the number of people exposed to a management message or participating in feedback processes.
- **Reduced burden** on resource managers from decreased negative backlash can be a useful indicator of effective outreach, including fewer phone calls expressing negative opinions and less stakeholder litigation around management decision-making on account of insufficient engagement.
- **Greater compliance** with management regulations indicates agencies are communicating rules effectively and securing sufficient buy-in. Identifying those who are chronically under-compliant can also help managers detect populations that may be underrepresented through current agency outreach strategies.

1 Individual indicators or evaluation criteria for success are included in Section III below for each strategy.
• **Shared understanding of the need for, and applicability of, marine resource regulations** is an important indicator of whether or not regulators and regulated entities have the same interpretation of management measures, and whether those measures will be “durable” in the long term. Durability helps establish whether a measure will survive implementation, or be amended/appealed immediately as soon as any turnover in stakeholders or managers occurs.

• **Level of agreement on marine resource needs and regulatory requirements** between marine resource users and managers can be an indicator of the degree to which there is consensus on the need for management and the underlying data or science driving that need. Even if agreement on a single regulatory or management strategy is not possible, a key indicator of success is explicit agreement among stakeholders on the *range* of management alternatives for consideration in any regulatory or agency action.

Surveys are a useful tool for measuring some of these indicators, and can be performed either online or through analog methods. Confidential, anonymous surveys can be useful in eliciting the most authentic responses.
II. Identifying the Most Appropriate Stakeholder Engagement Strategies

This user manual, used in coordination with the appended questionnaire or the online Decision Support Tool, helps to inform the selection of appropriate engagement strategies to meet users’ stakeholder engagement needs. This applies to engagement before, during, and after a formal regulatory process. The primary purpose of these tools is to help clearly identify, articulate and substantiate the decision-making process by which resource managers or other users determine their stakeholder engagement strategies. Section III of this user manual provides descriptions of 28 stakeholder engagement strategies, which should be selected based on the managers’ engagement goals and the characteristics of their target stakeholder communities.

It is important to note that engagement goals, timing, and stakeholder characteristics may change throughout the course of their engagement process. As such, the user should take steps to periodically revisit their chosen strategies to ensure that the adopted approaches continue to be appropriate for the user’s needs.

This engagement strategy selection process has three steps, as shown in Figure 1. This approach is underpinned by research and information distilled from more than 55 interviews with resource managers and fishery stakeholders, the direct input of managers who engage marine resource stakeholders in states outside of California, and the best available science on stakeholder engagement.

Implicit here is a "step 0", in which a decision is made to conduct stakeholder engagement. This decision should be facilitated by an informal assessment around the reasons for conducting stakeholder engagement and whether it is timely in the regulatory process. This User Manual assumes that nearly every management-focused decision making process will benefit from at least some level of stakeholder engagement.

In the stakeholder engagement strategy selection process, Step 1 is designed to identify appropriate strategies (and filter out others) based on key criteria such as engagement goals and target audiences; during
Step 2 the user weighs the outputs of Step 1 against existing opportunities and constraints; and Step 3 consists of selecting the final strategy or strategies for implementation. Each step is described in detail below.

**Step 1: Analyze Strategies to Meet Engagement Needs**

Step 1 involves analyzing the applicability of possible engagement strategies against three factors critical to broader stakeholder engagement needs:

- Priority stakeholder engagement goals
- Timing of the stakeholder engagement process
- Characteristics of the target stakeholders

To ensure the correct stakeholder engagement strategies are implanted to meet the specific goals and stakeholder characteristics for your marine resource, it may be necessary to run through this step for each major stakeholder constituency (i.e., fishers, buyers, NGOs, etc.).

a. **Prioritizing Engagement Goals**

Appropriate selection of any stakeholder engagement strategy depends, most importantly, on the engagement goals the user is trying to achieve. A list of common engagement goals is shown in the text box below and was developed through assessments conducted by the Center for Ocean Solutions and Kearns & West. The user should set a priority for each of the goals, which can range from "Not a Priority," to "Somewhat of a Priority," to "High Priority." The user should also select their preferred level of engagement from the list under “Goals Supporting Decision-Making.”
Table 2. Description of Stakeholder Engagement Goals
(to be rated by the resource manager as not a priority, somewhat a priority, or high priority)

Cross-Cutting Goals
1. **Build Trust:** If stakeholders have significant concerns over resource regulation, or if resource managers have not interacted with an affected community in the past, building trust is an important goal in any engagement effort.

2. **Work within Stakeholder Constraints:** Are the affected community’s resources (e.g., availability to participate in stakeholder engagement activities or the financial resources to participate) limited? If any of these are true, then addressing limitations in stakeholder participation capabilities may be especially important, and this goal should be considered a high priority.

3. **Educate Stakeholders about the Decision-Making Process:** Often stakeholders are not aware of how decisions are made for resource management. Educating stakeholders about the decision-making process boosts their capacity to inform management, minimizes confusion or misinformation about the regulatory process, and leads to cross-cutting, sustained trust building between stakeholders and managers.

4. **Build Relationships with Key Communicators:** Particularly in the case of well-known marine resources with a history of management needs, engaging local communicators and community thought leaders can be a priority engagement goal.

5. **Engage Under-Represented Groups:** Stakeholder involvement in the decision-making process may vary significantly across resources and communities. Some user groups regularly engage with managers, while others are less involved or are reluctant to participate in formal engagement activities. In these cases, stakeholders and communities significantly impacted by a management decision may be under-represented in the decision-making process. Working directly with these stakeholders, particularly when they are affected by management of a specific resource (such as subsistence fishers), is critical.

6. **Socioeconomic Research on the Resource:** Often, little information is available on marine resource user communities. This can limit resource managers’ abilities to conduct effective outreach. Conducting socioeconomic research in conjunction with preferred stakeholder engagement strategies can produce essential information such as stakeholder definition, market value of the fishery, and user trends. Do you have sufficient information on the socioeconomic aspects of the marine resource stakeholders to effectively conduct outreach? If not, socioeconomic research may be a high priority goal.

Goals Supporting Decision-Making: Not all marine resource management efforts or decisions require the same level of stakeholder engagement:

1. **Informing stakeholders** involves one-way communication, typically from the resource manager to the resource users without a request for input in return (e.g., sending out information via an email listserv to keep stakeholders up-to-date on a management process).

2. **Soliciting input** involves gauging opinion and asking for specific feedback from stakeholders without an expectation of in-depth, collaborative dialogue between stakeholders and resource managers.

3. **Involving stakeholders** in a management decision requires a two-way exchange of information and assurances from the resource manager that input will help shape management alternatives and decisions.

4. **Collaborating with stakeholders** compels managers and stakeholders to work closely together to jointly develop alternatives for marine resource management.

These four levels can be thought of as a “spectrum” of engagement involving progressively higher amounts of input and cooperation between stakeholders and marine resource managers (where “informing” requires the lowest level of interaction and “collaborating” requires the highest level). Each progressively higher level of engagement includes all of the stakeholder strategies appropriate for the levels below it.
b. Analyzing the Timing of the Engagement Process

Selecting the appropriate stakeholder engagement strategies also depends on the timing of the anticipated engagement in your management process. For example, establishing an Advisory Group with defined membership and a direct role in the decision-making process may be appropriate in the “Early Planning” phase, but would be less appropriate if a decision or final management plan is already before the California Fish and Game Commission for approval.

Although marine resource management has been ongoing for decades in some cases, this process is designed to assist the manager or user in selecting engagement strategies to support a specific marine resource management effort (e.g., developing a new FMP, sharing information about a new Departmental policy or regulation). When you are considering the timing, consider it for this specific effort as opposed to previous, ongoing, or related engagement events.

The four management phases are:
- Early planning (the decision-making process has not started)
- During planning (the decision-making process is underway)
- Implementation (a decision has been made and is currently being implemented)
- Ongoing Engagement (stakeholder engagement outside of a specific decision-making process)

c. Analyzing Stakeholder Characteristics

It is also important to identify key characteristics of the resource stakeholders with whom you will be engaging. These characteristics may vary widely depending on the resource in question; for example, selecting a stakeholder strategy that works for the commercial salmon fishery may not work for recreational spearfishers. In the following pages, you will identify characteristics that appropriately describe your target resource stakeholders.

Table 3. Descriptions of Stakeholder Characteristics

<table>
<thead>
<tr>
<th>Stakeholder Characteristic</th>
<th>Description</th>
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<tbody>
<tr>
<td>1. Defined Stakeholder Community</td>
<td>Does agency staff know the stakeholders within the geographic range of the resource? Indicators of a defined stakeholder community include staff readily being able to identify individuals or institutions affected by the management of the resource.</td>
</tr>
<tr>
<td>2. Linguistic Diversity</td>
<td>Does the stakeholder community comprise individuals who speak one or more non-English native languages?</td>
</tr>
<tr>
<td>3. Organized Institutions Exist within the Marine Resource User Community</td>
<td>Does the resource have trusted and validated institutions (e.g., resource associations, community groups, etc.) that are generally viewed by the members of that resource to be active and effective as mechanisms for communicating with stakeholders? These institutions have the organizational capacity and resources to actively engage in the management process and communicate with their constituents in such a way that is more influential than an individual stakeholder's efforts.</td>
</tr>
<tr>
<td>4. Capacity for Engagement</td>
<td>Do stakeholders have the time, money, and knowledge to consistently and actively participate in stakeholder engagement activities? In some cases, various subsets within the same stakeholder community may be able to actively participate, while others do not. In this case, stakeholders can have 'both' a low and high capacity for engagement.</td>
</tr>
<tr>
<td>5. Level of Technological Literacy</td>
<td>Do stakeholders have access to computers and internet connectivity (e.g., could participate in webinars) and have the skills to participate in basic digital engagement strategies such as email, webinars, or social media? In some cases, subsets of stakeholders may not have the</td>
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requisite equipment, connection, or skills while others within the same community do. In this case, stakeholders can have “both” a high and low degree of technological literacy.

6. **Geographic Size**

Are the stakeholders dispersed throughout the state (i.e., exist in multiple regions in the state), or are they confined to a single, defined location? In some cases, the stakeholders are dispersed throughout the state, but have specific areas of concern requiring special management. In this case, it can be considered ‘both’ large and small.

7. **Leaders within the Marine Resource User Community**

Are there any individuals associated with the marine resource who are viewed by other stakeholders as being leaders in the community or representative of their interests? In some cases, specific stakeholder constituencies involved in resource management may have leaders, while other subsets do not. In this case, the resource has “both” leaders and no leaders.

8. **Recent Engagement with Resource Managers**

Have stakeholders engaged with resource managers in planning, policy, or regulatory decision-making processes affecting their resource within the past five years?

d. **Initial Strategy Selection**

The appended questionnaire will walk you through identifying the appropriate responses for each factor described above. The engagement strategies provided in Section III identify the goals, timing, and stakeholder characteristics for which they are most likely to be effective. Additionally, Appendix B provides tables of Engagement Goals, Timing, and Stakeholder Characteristics. After completing the questionnaire, compare your selections with the descriptions for each engagement strategy to identify potential engagement strategies. If you choose to use the online Decision Support Tool, the comparison process will happen automatically.

**Step 2: Opportunities and Constraints Analysis**

Step 2 involves several additional qualitative analyses intended to further winnow and identify the most appropriate stakeholder engagement strategies for any given situation. Section III of this User Manual describes the individual engagement strategies, including purpose, keys to success, timing, resource considerations, skills required, and other potential constraints for each strategy. At this stage, users should use their expert judgment to weigh all of the strategies that made the cut in Step 1 against each other, using the information in Section I to inform their analysis.

a. **Engagement Principles and Keys to Success**

Some engagement strategies address the engagement principles described above in Section I and (keys to success described in Section III) better than others. Users should consider which of these engagement principles and keys to success are most relevant to their processes. To implement these stakeholder engagement strategies effectively, it may be necessary to engage with your agency’s communications and/or public outreach personnel.

b. **Resource Considerations and Other Constraints**

Certain engagement strategies require more staff time and funding than others. Users should carefully consider strategy selection in relation to their overall engagement goals, taking into account their known resources and capacity. Although some strategies may require a high level of resources (i.e., staff time, skills, or funding), users may select them if they will provide greater opportunities for engagement or create buy-in around decision-making. Indeed, sometimes selecting a more resource intensive strategy early in the engagement process might save time and resources later by building early trust with key groups, etc.
Likewise, the legal and regulatory landscape surrounding a decision may place some constraints on which strategies are appropriate for a particular decision or process. Some examples of laws with specific requirements in relation to public outreach and stakeholder engagement include the Federal Advisory Committees Act, California Administrative Procedures Act, the Bagley-Keene Act and the National Environmental Policy Act/California Environmental Quality Act.

Looking across the available strategies from Step 1, users should consider whether there are resource constraints or legal considerations that may remove some of the strategies from consideration.

c. Assess Recent Engagement Experiences

Users should also consider the history of recent and past experiences associated with the use of specific engagement strategies in certain fisheries. Strategies that have been viewed as inappropriate or ineffective and which would likely be resisted by stakeholders should be avoided where possible. This is specific contextual nuance that only the resource manager can bring to the engagement strategy selection process.

The user may want to consider whether or not the current management process is contentious. In some cases, highly contentious stakeholder processes are best addressed using in-person strategies. In others, or when litigation is currently underway or highly likely, managers may be restricted in the strategies they can employ. In such cases, the user will want to consult with CDFW communications personnel for additional information and resources.

Step 3: Select Final Strategy

Based on the results from Steps 1 and 2, the user selects the individual strategy or suite of strategies most appropriate for the regulatory process. It may also be beneficial to input a written rationale for their selection(s) into the questionnaire or Decision Support Tool. This rationale can be reviewed at a later date if inputs for Steps 1 and 2 change, and can be shared with the stakeholder communities involved to help build buy-in in the engagement process moving forward.

Again, the information the user puts into these tools (e.g., management goals, timing, stakeholder characteristics) may change throughout the course of their engagement process. As such, the user should take steps to periodically revisit the questionnaire or Decision Support Tool to ensure that the adopted approach continues to be appropriate for the user’s needs.
III. Stakeholder Engagement Strategies

This section includes descriptions of 28 individual stakeholder engagement strategies that are covered in this user manual and incorporated into the decision support tool. Each description includes information on the strategy’s purpose, timing, required resources, required skills, keys to success, and evaluation approaches. Some descriptions also include legal considerations.²

- Blogs
- Collaborative Fisheries Research
- Co-management Regimes
- Conference Calls
- Education Programs
- Emails
- Fisheries Association Meetings
- Informal Meet and Greets
- Key Communicators
- Listening Sessions
- Newsletters
- Online Fishing Forums
- Open Houses
- Phone Applications
- Phone Calls
- Polling
- Press Releases
- Public Hearings and Testimony
- Social Media
- Stakeholder Advisory Groups
- Surveys
- Tackle Shops
- Town Halls
- Trade Shows
- Webinars
- Websites
- Workshops

² Note that most regulatory, California Endangered Species Act, and Endangered Species Act proceedings may be subject to Public Records Act and Freedom of Information Act requests.
BLOGS

Description:

- Blogs are an internet-based method for writing informally about management status and processes. Managers use blogs to share information and ideas.

Purpose:

- Managers can use this forum as an online Frequently Asked Questions message board, increase the visibility of management staff perspectives, and highlight current management interests and concerns.
• Stakeholders can use blogs to highlight their own perspectives, and share information, updates, and ideas about the marine resource.

Required resources:

• Staffing: Low
  o 5% staff PY to write blog posts and respond to comments on a regular (minimum of monthly) basis.
• Budget: Low

Required skills:

• Clear and concise written communication skills.
• Tech Literacy

Keys to success:

• Agency staff link other online resources (website, social media, etc.) to blog posts to increase visibility.
• Agency staff use an informal, clear voice and employ stories to connect with readers.
• Agency staff can refer stakeholders to relevant and popular information on past blog posts, replacing the need for individual emails.
• Agency staff establish a clear and timely vetting process to review and edit the newsletter in advance of sending.

Evaluation:
Use Google Analytics to monitor traffic to the blog over time, identify the issues or questions most relevant to readers, and pinpoint which resources readers most often link to (e.g., identify the additional information readers seek while reading the blog post, to help predict and tailor information for future posts).
**Description:**

- Managers, researchers, and fishermen co-design and co-conduct research to assess marine resource status or test a management option. Note that the engagement component of collaborative fisheries research is secondary to the primary purpose of conducting research.

**Purpose:**

- Collaborative fisheries research evaluates hypotheses around the efficacy of various management alternatives or tests specific management-relevant technology.
- Collaborative research serves to engage marine resource stakeholders with relevant context or expertise in a rigorous and intensive process of formulating research.
questions and executing research design, thus fostering and building relationships and trust in the process.

- Collaborative research increases buy-in and ownership of the decision-making process, increases transparency around the use of data in decision-making, improves the valuation of scientific information in decision-making, and motivates co-development of management goals.

**Required resources:**

- **Staffing:** High
  - 1 full-time staff member to help design and manage the research collaboration. 30% staff PY to analyze, translate, and communicate the research results.
- **Budget:** High
  - May require use of external contractors.
  - Depends on lab and monitoring equipment and processes required.

**Required skills:**

- Research design and implementation skills.
- Project and team management skills.
- Research-appropriate analysis and communication skills.

**Keys to success:**

- Allow sufficient time and resources to collaboratively design and implement research, including training stakeholders without previous experience with target methodologies.
- Create a culture of open communication and transparency, particularly around research assumptions and concerns, but also around results and findings.
- Craft feasible and outcome-oriented goals for the research.
- Ensure that there is money and time to translate and communicate the results to all collaborators and their respective communities in appropriate formats.

**Evaluation:**

- Monitor whether participants ask for or disseminate the research findings, indicating their valuation of the data.
- Track how participants follow-up (e.g., email, phone) to make observations or continue discussion about the research.
- Use surveys to evaluate changes in how participants perceive management processes, consider scientific information, or trust in managers.
CO-MANAGEMENT REGIMES

Description:

- Co-management describes a situation whereby marine resource management agencies share joint institutional responsibility and authority for managing a resource with other governmental entities (e.g., tribes) or stakeholders.

Purpose:

- Co-management guarantees marine resource users a direct role in the decision-making process around regulations affecting the resource.
- Co-management helps build trust and relationships between marine resource management agencies and other governmental entities or stakeholders.
Required resources:

- Staffing: High
  - Co-management can be labor intensive for staff, although this needs to be weighed against the opportunity cost of managing the marine resource in an alternative format.
- Budget: High
  - Likely will require use of external contractors.

Required skills:

- In-depth knowledge of marine resource management and science for the particular resource is important, as well as a significant understanding of MLMA and other marine resource regulations more generally.
- Significant large and small group facilitation skills are preferable.
- Logistics and event planning expertise is beneficial.
- Collaborative and joint problem-solving skills.

Keys to success:

- Clear and legally defensible roles and responsibilities for all parties involved in the co-management regime need to be defined.
- All members of the management team should share the same level of knowledge to make informed decisions.

Evaluation:

- Discuss with DFW/FGC
CONFERENCE CALLS

Description:
- Managers engage a group of stakeholders remotely via telephone.

Purpose:
- Conference calls facilitate two-way dialogue between marine resource managers and stakeholders.
- They provide an efficient and accessible method of engagement by reducing the cost and travel time for participants.
Required resources:

- **Staffing: Low**
  - Less than 1% PY.
  - At a minimum, one staff person required to convene and lead the calls, with additional staff support as needed.
- **Budget: Low**

Required skills:

- Facilitation skills desired, but not required

**Question 3: Is the current management process highly contentious?**

- Note: In some cases, highly contentious stakeholder processes are best addressed using in-person strategies. In others, or when litigation is currently underway or highly likely, you may be restricted in the strategies you employ (in this case, you will want to consult with CDFW communications personnel for additional information and resources).

**Keys to success:**

- Clear understanding of teleconference “ground rules” (i.e., avoid putting people on “hold,” speak clearly and concisely, mute when not speaking, etc.) is essential for a successful teleconference.
- Teleconferences are generally most suitable for groups of 10 or less, but can be adapted to reach dozens or hundreds of people simultaneously.
- Teleconferences suffer from a lack of “visual cues.” As such, they are better suited for sharing information but can also be used for collaborative processes if the participants know and trust one another.

**Evaluation:**

- Use surveys to evaluate how stakeholders perceived the utility of the call to become informed about a marine resource issue.
EDUCATION PROGRAMS

Description:

- Education programs train stakeholders and increase their understandings of the management process and capacity to engage in scoping or revising management rules. Education programs can occur over a single or multiple days with the goal of training key stakeholders in how to engage effectively, participate in management processes more generally (e.g., rulemaking 101), and where attendees are given the opportunity to socialize with other stakeholders and agency staff.
Purpose:

- Education programs increase stakeholder understandings of management and engagement processes and thereby better equip them to more fully participate in dialogues about the resource and take on leadership roles.

Required resources:

- Staffing: Low-Medium
  - At least 1 full-time staff member to develop, implement and manage the educational aspects of agency decision-making processes.
  - 30% staff PY to support and co-facilitate the full-time lead staff member.
- Budget: Low-High
  - $5,000-100,000 depending on facility needs, curriculum development, and scholarship opportunities offered to participants.

Required skills:

- Process design and facilitation skills.
- Curriculum development, training, and project management skills.
- Clear and concise written and oral communication skills.

Keys to success:

- Invite and incorporate trusted speakers from across stakeholder groups and agency leadership; invite a member of the stakeholder community as the keynote speaker.
- If the goal is to build trust and relationships, the program is best implemented over 2-4 days to ensure adequate time for socializing and group cohesion.
- Provide scholarships to emerging leaders or key communicators within target marine resource user groups to motivate or facilitate participation.
- Ensure adequate representation across stakeholder or resource user groups to help build bridges across different perspectives and backgrounds.

Evaluation:

- Use surveys to evaluate changes in how stakeholders engage before and after the education program.
- Monitor the engagement of stakeholders who have participated in programs compared with those who have not.
EMAILS

Description:

- Emails typically include relatively brief messages used to inform or share information with intended recipients. Emails may also contain attached documents. Recipients may range from individuals to large groups of stakeholders accessed via a listserv.

Purpose:

- Personal emails to key individuals can help build relationships and create two-way dialogue between active marine resource participants and managers.
Mass emails to stakeholders can serve to efficiently disseminate timely information to a targeted group.

Required resources:

- **Staffing: Low**
  - Less than 1% PY.
  - At a minimum, one staff person required to convene and lead the calls, with additional staff support as needed.
- **Budget: Low**
  - Varies depending on the content of the email and the incoming stakeholder requests.

Required skills:

- Personable, written communication skills and the ability to answer questions or concerns clearly and concisely.

Keys to success:

- Agency staff send timely and considerate responses to individual emails.
- For emails sent to multiple stakeholders, agency staff establish a clear and timely vetting process to review and edit the messages in advance of sending.

Evaluation:

- Fewer emails expressing strongly negative views of agency staff or activities over time.
FISHERIES ASSOCIATION MEETINGS

Description:

- Managers attend marine resource association meetings convened by industry associations or recreational marine resource users to make announcements and meet stakeholders. Association meetings usually involve their membership, but may also include the broader resource user community.

Purpose:

- Attending association meetings provides marine resource managers with the opportunity to present and share information directly to resource users.
Managers can receive input from resource users in an environment where they are likely to share information more freely than in a venue with more conflicting interests present (e.g., an advisory group).

Attending association meetings is an efficient method for meeting marine resource users face-to-face and building relationships.

**Required resources:**

- **Staffing:** Low
  - 2-3% PY depending on the number of meetings, including presentation development and attendance.
  - Marine resource association meetings are often 1-3 hours and take place close to the docks.
- **Budget:** Low

**Required skills:**

- Deep contextual understanding of the relevant fishery, including biological and socioeconomic information and regulatory context.

**Keys to success:**

- Developing relationships with key communicators and marine resource leaders within a particular resource sector can be critical for ensuring agency staff are well-received during association meetings. These relationships can also be nurtured at association meetings.
- Entering into an environment where many stakeholders may not be supportive of marine resource management regulation can be challenging for agency staff unaccustomed to managing difficult relationships. Managers utilizing this engagement method should be comfortable interacting in these types of environments.

**Evaluation:**

- Track relationships built through participation in marine resource association meetings (e.g., development of new key communicators).
- Use surveys to evaluate whether agency staff participation in a meeting was appreciated and viewed as time well spent by their membership.
INFORMAL MEET AND GREET

Description:

- Small group or one-on-one discussions between marine resource managers and stakeholders, often located in public establishments close to the docks.

Purpose:

- Meet-and-greets provide marine resource managers with the opportunity to build personal relationships with individual marine resource users in an informal environment.
- They allow marine resource stakeholders to share concerns and input with marine resource managers in an informal environment.
Required resources:

- Staffing: Low (per meeting)
  - One staffer per meeting, with additional staff support as needed
- Budget: Low

Required skills:

- Comfort engaging with individuals who may not agree with or may be outwardly hostile towards a particular management or regulatory decision.
- Networking.

Keys to success:

- Providing food and drink at these meetings is always helpful and will motivate participation.
- Agency staff build on existing relationships and key communicators to bring in new participants.

Evaluation:

- Use surveys to evaluate how stakeholders perceived the value of the meetings and their effectiveness in enabling the stakeholder to become informed about a marine resource issue or form relationships with managers.
KEY COMMUNICATORS

Description:

- Managers work with key members (usually leaders) of a marine resource community and other stakeholder groups as nodes for building trust, communicating with other participants within their marine resource community about management processes, and providing critical feedback on management options.

Purpose:

- By disseminating information to key communicators and requesting they distribute it to their representative communities, key communicators can help build
relationships and ensure resource management information is distributed to and received from key stakeholders. Key communicators provide a means of engaging hard-to-reach marine resource groups: they speak the same language as users; have established, positive relationships within the particular resource community; and are sometimes seen as being able to speak for the resource in question.

Required resources:

- **Staffing:** Low (variable effort: depends on the project and how often communication is needed)
  - At least one agency staff member per fishery who is aware of the relevant key communicators for that fishery and maintains contact with them throughout the management process.
- **Budget:** Low

Required skills:

- Direct management and implementation knowledge of the marine resource management issue.
- Deep contextual understanding of the relevant fishery, including biological and socioeconomic information and regulatory context.
- Ability to reach out to and interact with groups whose interests may not align with the agency.
- Ability to foster and maintain informal and formal relationships with diverse people.
- Management-level responsibilities are beneficial, as communicators will likely want to know if the staff they speak to can make decisions based on the feedback they receive.

Keys to success:

- Agency staff that establish relationships with key communicators remain the point of contact for that person over time to sustain trust.
- To identify key communicators, start by asking members of the marine resource community who they go to for information about the resource.
- Do not assume that by engaging key communicators, the entire marine resource community is heard or represented. Key communicators may still represent the majority and minority voices must be engaged individually.

Evaluation:

- Use surveys of key communicators to evaluate their perceptions of the agency over time.
- Use surveys within the broader marine resource community to determine if information passed to key communicators is being effectively disseminated.
LISTENING SESSIONS

Description:

- Listening sessions are in-person meetings between managers and stakeholders focused on providing a venue for stakeholders to voice their interests and concerns. Managers are present primarily in a listening (rather than information presentation) capacity.

Purpose:

- Listening sessions help managers get a pulse on the range of options for crafting management alternatives, potentially identify creative management opportunities.
by introducing new perspectives, and elevate the voices of underrepresented stakeholder groups.

Required resources:

- Low-Medium (depending on the number of sessions)
  - 5% staff PY to design and implement.
  - 1-3 additional staff to participate in the event itself (1-2 hours per session).
- Budget: Low-Medium (depending on the number of sessions)
  - $2,000 for facilitation materials and travel costs for staff.

Required skills:

- Process design and facilitation skills.
- Public speaking

Keys to success:

- Agency staff craft these meetings to be deliberative and transparent.
- Agency staff target communities that are not reached during public hearings and which have a range of active stakeholder groups.
- Ensure information presented to stakeholders during the session is designed to solicit input on desired issues/questions instead of marine resource management generally.
- Agency staff distribute flyers and emails marketing the open house widely. Staff ensure that the open house receives publicity from sources stakeholders’ trust.
- Agency staff hold listening sessions throughout the entire affected geographic area to ensure that stakeholder participation is not limited by travel costs.

Evaluation:

- Monitor the number of individuals who attend.
- Monitor the number of written comments or feedback received.
- Consider asking participants to complete a short survey before leaving to collect feedback on the format and efficacy of the listening session.
NEWSLETTERS

Description:

- Electronic newsletters can be used to disseminate information to a large number of stakeholders in a formal and consistent manner.

Purpose:

- Newsletters communicate a message to a large number of stakeholders (e.g., upcoming management changes or rulemaking processes).
Required resources:

- **Staffing: Low**
  - 5-10% staff PY to draft, vet, and send newsletters on a consistent, as-needed basis, and to maintain and update the newsletter listserv contacts.
- **Budget: Low**

Required skills:

- The ability to design and post timely messages that reflect agency perspectives and values.
- Clear and concise written communication skills.
- Understanding of the regulatory process

Keys to success:

- Agency staff use engaging visuals and stories to communicate their messages.
- A clear and timely vetting process is established within the agency to review and edit the newsletter in advance of sending.
- When appropriate, agency staff pair the newsletter release with messaging about ‘untraditional’ engagement processes (e.g., visioning meetings) that will draw attention and readership.

Evaluation:

- Use software (e.g., Gov Delivery) to monitor newsletter use (e.g., whether or not stakeholders open the newsletter and which links they click for follow-up information).
ONLINE FISHING FORUMS

Description:

- Online forums are similar to social media feeds targeted to a specific interest group. Proactive participation in forums allows staff to virtually meet stakeholders to exchange ideas and build an understanding of stakeholder interests.

Purpose:

- Online forums provide a venue to increase the visibility of management staff, promote agency messaging within trusted channels, and limit the proliferation of unclear or inaccurate information.
Required resources:

- Staffing: Low
  - 1-10% staff PY depending on forum activity.
- Budget: Low

Required skills:

- Personable, written communication skills and the ability to answer questions or concerns clearly and concisely.
- Clear and timely communication.

Keys to success:

- Agency staff strive to limit inaccurate information by responding with clear information.
- Agency staff are trained in social media best practices and feel confident in crafting and tailoring short messages.
- Agency staff use their own names and profile photos when conditions and technology allow. Although this is preferred, if there is a high level of contention or aggression present, it may be necessary to use a generic Agency login or title to protect the identity of the participating Agency personnel.

Evaluation:

- Monitor Google Analytics to evaluate whether stakeholders are clicking on relevant links posted on forums to learn more about agency activities.
- Capture how often individual connections are fostered between stakeholders and agency staff through forum participation when stakeholders explicitly note this verbally or in written form.
OPEN HOUSES

Description:

- Open houses are often structured in an open-floor format with different ‘stations’ placed around a large room. Stakeholders may engage in dialogue with content experts and provide comment as desired.

Purpose:

- Individual stakeholders interact directly with agency staff and build relationships with decisionmakers.
- Agency staff have the opportunity to learn stakeholder issues and key concerns.
Interested marine resource stakeholders become more knowledgeable about a specific rulemaking process.

Required resources:

- Staffing: Low
  - 5% staff PY.
  - 3-15 staff to participate in the event itself, including their travel costs.
- Budget: Low
  - $1,000 for materials.

Required skills:

- Knowledge of the current rulemaking processes by participating staff.
- Facilitation and process design skills for setting up and managing the open house room format.
- Oral communication and interpersonal skills.

Keys to success:

- Open houses are hosted over several hours to enable stakeholders with varying schedules to participate.
- Agency staff distribute flyers and emails marketing the open house widely. Staff ensure that the open house receives publicity from sources stakeholders’ trust.
- Open houses can be used early on in a controversial decision process to build trust and answer specific questions.

Evaluation:

- Monitor the number of individuals who attend.
- Monitor the number of written comments or feedback received.
- Consider asking participants to complete a short survey before leaving to collect feedback on the format and efficacy of the open house.
Description:

- Phone applications provide cell phone users with a method to input information about marine resource conditions and catch, or to quickly and efficiently receive information.

Purpose:

- Phone apps provide a fast and easy method for managers to collect real-time data about resource collection, marine resource conditions, and socioeconomic and demographic information.
- Managers can use apps to disseminate timely information about updated resource regulations, current rulemaking processes, and other relevant information.
Required resources:

- **Staffing: Low**
  - Minimal staff capacity (1-5% PY) to draft relevant notifications and maintain app.
- **Budget: Medium**
  - $5,000-25,000 upfront costs to create the app, possibly using other state management agency apps as a template.
  - Likely will require use of external contractors unless in-house programming skills exist.

Required skills:

- Knowledge of the current rulemaking processes or relevant agency activities by participating staff and ability to tailor communications for the app interface.
- Clear and concise written messaging and timely communication skills.
- Significant in-house computer programming skills (or hiring of external contractors) to develop the app or adapt a template from other state resource agencies.

Keys to success:

- Agency staff tailor the app to marine resource stakeholders.
- Agency staff actively use the app to push out relevant information to users and gather information and data from fishery participants.

Evaluation:

- Monitor the number of downloads.
- Monitor the frequency and consistency of usage.
- Monitor number of infractions before and after launching the app.
- Use surveys to evaluate how stakeholders use the app and how their perceptions of management may change as a result of app access. NOTE: These can be short surveys built into the app itself.
**PHONE CALLS**

**Description:**
- Phone calls are an opportunity for marine resource managers to communicate orally with individual stakeholders via telephone. These may be initiated by the marine resource manager or the stakeholder.

**Purpose:**
- Phone calls provide marine resource managers or agency staff with an informal opportunity to reach out directly to individual stakeholders to ask questions, receive input, and build relationships.
Phone calls initiate two-way communication to test ideas on sensitive subjects: this may be useful in cases where stakeholders or marine resource managers don’t feel comfortable creating a written record.

Required resources:

- Staffing: Low (requirements are variable depending on communication needs)
- Budget: Low

Required skills:

- Clear and timeline communication
- Networking

Keys to success:

- Phone calls should be used strategically because they do not engage many stakeholders at once, thus are inefficient.

Evaluation:

- N/A
POLLING

Description:

- Polling samples or collects opinions on a subject, taken from either a selected or a random group of stakeholders. Polling can be done through a survey or real time using mobile devices (mobile polling).

Purpose:

- Polling is similar to surveys but with a greater level of specificity (usually a single or small number of questions). The purpose of a poll is to solicit input on a specific issue quickly.
Required resources:

- Staffing: Low
  - 2-4 hours to design, implement, and compile results of a poll.
  - 1 staffer to design and implement the poll (for electronic/web-based polls).
    Multiple staffers may be needed if polls are carried out in the field.
- Budget: Low

Required skills:

- Knowledge of the process or issue in question.
- Familiarity with online survey design tools (e.g., SurveyMonkey) or mobile polling applications.

Keys to success:

- The poll should be designed around simple yes/no or multiple choice questions.

Evaluation:

- Monitor the polling response rate.
PRESS RELEASES

Description:

- Written or recorded communication directed at members of the news media to announce something newsworthy (often a major project milestone or regulatory decision).

Purpose:

- Press releases reach a broad audience quickly, inform members of the public about a major decision or milestone, and target individuals who may not otherwise be aware of marine resource management. Publications carrying releases typically have a broader customer base than agency listservs.
Required resources:

- **Staffing:** Low
  - 1-2 hours of staff time to help draft and review the press release.
  - 3-5 hours of staff time to have the release reviewed internally and distributed.
  - One Public Information Officer to draft and finalize the press release (usually already part of their job responsibilities)

- **Budget:** Low
  - Depending on the media outlet used, there may be a cost associated with the release being posted. Distribution services such as PR Newswire charge a fee; contacting individual outlets directly generally do not.

Required skills:

- Knowledge of the marine resource management issue by participating staff.
- Familiarity with release distribution services like PR Newswire and Business Wire (common for Public Information Officers).

Keys to success:

- Work closely with your agency’s Public Information Officer.
- Press releases should be distributed between 1 week and 3 days in advance of any event or major decision announcement.
- Press releases must be posted to news distribution services or media outlets before press deadlines at least the day before the desired release date, but not more than 2 days before.
- Press releases should include the purpose of the release in the headline with basic information (who, what, where, when, and why) in the body of the text. Links can be provided to more detailed information as needed.
- If the target outlet is a specific local publication, agency staff must contact the writer covering the area of interest (i.e., natural resources, politics, local news, etc.) directly to pitch the story.
- Press releases reach only those that consistently read target news outlets and only communicate a specific message. As such, they need to be supplemented by other engagement strategies that provide opportunities for more engaging or story-based messaging.

Evaluation:

- Monitor the number of publications that run the story.
PUBLIC HEARINGS/TESTIMONY

Description:

- Public hearings are opportunities for members of the public to provide oral testimony at formal public meetings or as part of a regulatory process.

Purpose:

- Public hearings provide marine resource managers or agency staff with a formal spoken record on a regulatory process.
- They provide stakeholders with a formal opportunity to provide input to inform management decisions.
Required resources:

- **Staffing: Medium**
  - Public hearings require a minimum of one lead staffer or project/regulatory lead, one support staff member, one certified court reporter, and one facilitator to implement the meeting.
  - Fish & Game Commission meetings need one additional marine resource manager to make presentations or answer questions.
- **Budget:** Depends on whether external facilitation is needed and how many meetings are involved.
  - Low (if a single meeting and if convened and facilitated by an existing Board or Commission)
  - Medium (if multiple meetings and external facilitation is required)

Required skills:

- Facilitation
- Stenography
- Event planning and logistics support

Keys to success:

- Developing a clear facilitation plan document is critical for the success of public hearings and public testimony. At a minimum, these documents should outline:
  - Staff roles and responsibilities
  - Tightly managed timeframes for each agenda item
  - Clearly defined time limits for each public commenter
  - Step-by-step instructions for the public comment portion of the meeting, including (but not limited to) who will handle microphones, how the facilitator will keep time, and how or whether staff will provide responses to comments during the meeting.

Evaluation:

- Count the number of oral comments received at a meeting.
SOCIAL MEDIA

Description:

- Facebook, Twitter, Instagram, Flickr, and YouTube are online social media tools that can be used to inform a large number of people (beyond those on existing listservs) of key information and increase the visibility of managers among specific stakeholder groups.

Purpose:

- Social media is a low-cost and efficient method for reaching a large number of people, including marine resource stakeholders who may be underrepresented in other engagement processes or the general public.
Required resources:

- Staffing: Low
  - 1-5% staff PY to maintain social media accounts, respond to comments, and manage dialogue.
- Budget: Low

Required skills:

- Knowledge of social media platforms. Ability to design and post timely messages that reflect agency perspectives and values.
- Clear and concise written communication skills.

Keys to success:

- Agency staff that use their own names and identifying characteristics help humanize agency activities and create champions within the stakeholder community that will voluntarily moderate online discussions among users with different perspectives.
- Streamline messaging across departments, including the connectivity between division or region-specific pages.
- Use engaging visuals and stories to communicate.
- Deploy social media tools to allow disparate perspectives to emerge on various social media threads. This allows stakeholders to see the diversity of opinions managers need to consider publicly and can help manage expectations around management outcomes.
- Refer to existing state and federal guidelines for building and maintaining government social media presence.
- Invite social media representatives to train staff in using social media (e.g., Facebook’s Start to Success Program).

Evaluation:

- Monitor social media using the online tools designed to do so (e.g., Tweetreach).
- Use surveys to evaluate changes in attitudes towards the agency or use of agency social media.
STAKEHOLDER ADVISORY GROUPS

Description:

- Stakeholder advisory groups are multi-interest bodies of appointed stakeholders convened for a pre-determined period of time to provide individual or collective advice to a decision-making body. Stakeholder advisory groups can serve to identify key issues, generate management alternatives, or liaise between managers and advisory group constituencies. They typically have charters describing their core charge and participants, and they can meet once or multiple times.
- There are two kinds of stakeholder advisory group:
  - Standing stakeholder advisory groups:
    - Typically focused on a particular fishery.
    - Typically meet at set intervals throughout a year.
Formalized, rotating membership.
- Ad hoc stakeholder advisory groups:
  - Typically focused on a particular policy, planning, or regulatory issue.
  - Typically convened for multiple meetings. May range from a few months to multiple years.

Purpose:
- For either ad hoc or standing advisory groups, the purpose is to solicit input from a group of individuals representative of larger interest groups (e.g., environmental NGOs, fishing industry, recreational interests, research, regulators, etc.) collaboratively to support development of solutions to policy challenges.

Required resources:
- Staffing: High
  - Staffing assignments are largely dependent on the size of the group in question. For smaller advisory groups, a single staff member, one support staff, and one group facilitator may be sufficient. Larger groups may require additional staff to support group activities.
- Budget: High (assuming at least 4 Advisory Group meetings)
  - Cost will depend on the number of meetings and the complexity of the advisory process.
  - Third party neutral, professional facilitation is critical.

Required skills:
- In-depth understanding of the scientific, regulatory, management, and economic background of the marine resource management issue.
- Facilitation and mediation experience (note: in contentious cases, third-party neutral facilitation is advised).
- Event planning or logistics support experience is beneficial.

Keys to success:
- Third-party, neutral facilitation can be immensely helpful in achieving consensus and efficient decision-making in advisory group settings. This allows agency staff to focus on their role as marine resource managers without also trying to manage group dynamics or give the appearance of being allied with one side or another in a policy dispute.
- Stakeholder advisory groups can be labor intensive, relatively expensive, and require a significant commitment on the part of both marine resource managers and the stakeholder participants. Therefore, clear roles and commitments need to be established at the onset of the process to streamline engagement (e.g., with a Charter).
• For long standing advisory groups or committees, it is important that as stakeholder membership shifts and new members come into the group, they agree not to re-open previously closed discussions barring any significant physical or regulatory changes impacting the resource. This provides the existing membership with assurances that existing agreements won’t be jeopardized if a new stakeholder joins the group.

Evaluation:

• Evaluate whether the advisory group achieved the desired objectives in the time allotted. This can be done with mid-course or post-process survey evaluations.
• Review whether all deliverables and assignments (by staff and stakeholders) are completed on time and on budget.
• Survey participants to evaluate the fairness and efficacy of group facilitation and their perceptions of the process.
Description:

- An evaluation or information collection technique consisting of a series of questions designed to solicit opinions from stakeholders on specific marine resource management issues and/or to collect data (e.g., human dimensions of the resource or otherwise). Surveys can be distributed online (e.g., using tools like SurveyMonkey) or via hard copy (to be completed in-person or mailed by the respondent at a later date).
Purpose:

- Surveys solicit input on a specific topic, such as evaluating the socioeconomic demographics of a marine resource or soliciting feedback on a proposal for a management alternative, from a targeted list of stakeholders.

Required resources:

- **Staffing:** Low
  - 4-16 hours to design, implement, and compile the results of a survey (depending on the complexity and target audience of the survey).
- **Budget:** Low
  - While some online survey tools are free, a SurveyMonkey Pro account costs between $300 and $500 per year.

Required skills:

- Knowledge of the marine resource management issue by participating staff.
- Expertise in crafting appropriate (e.g., non-leading) survey questions.
- Familiarity with survey design tools like SurveyMonkey (for online surveys).

Keys to success:

- The approach to developing survey questions is not meant to be overly prescriptive; in some cases, questions with easily quantifiable answers may be preferred to more open-ended, qualitative questions. However, in many cases qualitative questions may provide richer responses to specific questions.
- Questions should be as specific as possible to solicit desired information. Often times, multiple choice or “rating” questions are easier to analyze, especially if using an online platform.
- The same staff member should review all survey responses to ensure consistent interpretation of data. If this is not practical, the same staff member should review all responses to a given question or range of questions.

Evaluation:

Monitor the survey response rate and the distribution channels that have the most response returns.
Tackle shops are private businesses that may be frequented by both recreational and commercial fishermen. They are located throughout the California coast. Management information in the form of flyers or brochures can be placed at the check-out counter or storefront of tackle shops to disseminate details to stakeholders that are not electronically connected. Fuel docks are private businesses that are commonly frequented by both recreational and commercial fishermen. They are located at ports and marinas along the California coast. Management information in the form of flyers or brochures can be posted and disseminated at fuel docks to reach stakeholders that may not be electronically connected.
Purpose:

- Distribute timely information efficiently to a broad stakeholder audience. Sharing messages in this fashion is particularly helpful when the stakeholder groups are undefined, speak a different language, or are difficult to reach using electronic methods.

Required resources:

- Staffing: Low
  - 1-5% staff PY to develop, vet and distribute flyers.
- Budget: Low
  - $100-1,000 to print flyers.

Required skills:

- Agency staff must have the ability to design and post timely messages that reflect agency perspectives and values.
- Visual and graphic design skills.
- Clear and concise written communication skills.

Keys to success:

- Ensure information is printed in languages appropriate to marine resource audiences.
- Use engaging visuals and stories.
- Include contact information or links so that stakeholders can follow-up as interested.

Evaluation:

- Track which and how many communication materials are collected from tackle shops or fuel docks.
TOWN HALLS

Description:

- Town hall-style meetings are open, public meetings often structured around a brief presentation on a specific topic followed by time for questions and discussion.

Purpose:

- Town halls give stakeholders an opportunity to speak freely about a specific or general issue of management concern. They can also be structured to disseminate information to a geographically-specific stakeholder community. They are helpful during rulemaking processes or while implementing a management policy, as a
means of disseminating information and clarifying uncertainties among geographically-specific communities.

Required resources:

- **Staffing: Low**
  - 3-5% staff PY to plan and implement the town hall.
  - 1-2 additional staff to participate in the event itself.
- **Budget: Low**
  - $500 for travel costs for staff, depending on location, and any meeting materials.
  - Additional costs may be required for venues.

Required skills:

- Strong process design and facilitation skills.
- Knowledge of the current rulemaking processes by participating staff.
- Oral communication and interpersonal skills.

Keys to success:

- Facilitators must be equipped to manage difficult or lengthy commentary.

Evaluation:

- Monitor the number of individuals who attend.
- Monitor the number of written comments or feedback received.
- Consider asking participants to complete a short survey before leaving to collect feedback on the format and efficacy of the town hall.
TRADE SHOWS

Description:

- Trade shows are periodic events (typically annual) that bring together gear suppliers and resource users (commercial and recreational). Agency staff can host a booth at trade shows to disseminate general information about and increase visibility of agency structure, process, and activities.

Purpose:

- Trade show booths can be used to target underrepresented stakeholder groups in conversation, distribute information about agency processes, and generally build trust and visibility among the general public. They are a good opportunity for
agency staff to engage in informal, one-on-one discussion with interested resource users.

Required resources:

- **Staffing:** Low
  - 2-3% staff PY to plan and attend trade shows, depending on frequency.
- **Budget:** Low
  - $500-3,000 for travel costs for staff, depending on location, any communication materials for dissemination and booth banners.

Required skills:

- The ability to effectively engage trade show attendees.
- Oral communication and interpersonal skills.

Keys to success:

- Engaging materials and visuals to attract traffic to the booth (e.g., the creation of marine resource management coloring books for children).
- The attending staff are comfortable with engaging strangers and are highly personable.

Evaluation:

- Monitor the number of individuals who stop at the booth.
- Monitor the amount of communication materials taken or requested.
WEBINARS

Description:

- Webinars are virtual meetings with auditory and visual components that allow participants to share information and dialogue across distances.

Purpose:

- Webinars can be used to communicate management options early in the rulemaking process, educate stakeholders about a particular issue, or electronically stream public meetings. More advanced webinars allow for breakout groups, instant polling, and other innovative tools to provide a high degree of stakeholder input and collaboration in virtual meetings.
Required resources:

- **Staffing:** Low
  - 5% staff PY to design, market, and manage a quarterly webinar, plus staff time for individual presentation development and implementation per webinar.

- **Budget:** Low
  - $300-1,000 for webinar software program subscriptions

Required skills:

- Familiarity with webinar platforms (e.g., Adobe Connect, Webex, GoToMeeting).
- Clear and articulate verbal communication skills.
- Process design, facilitation and technical skills for managing a virtual group of stakeholders.

Keys to success:

- Spotlight or engage agency leadership in webinars to promote visibility and trust-building among interested stakeholders.
- Stream public meetings through a webinar format to efficiently increase viewership and accessibility of meetings to underrepresented stakeholders (e.g., by mitigating travel costs).
- Use engaging visuals and outline talking points ahead of time.
- To the extent possible, use interactivity to engage the audience, including polling, small-group breakouts if the software supports this functionality, or virtual ‘roundtables.’
- Ensure that electronic networks have the bandwidth to support webinars. Large webinars may require high bandwidth; any internet problems on the host’s end result in significant latency issues and a negative user experience.
- To the extent possible, record webinars are provide on website for future viewing by interested stakeholders that were unable to participate at the scheduled time.

Evaluation:

- Monitor the number of participants on each webinar.
- Monitor the number of questions and comments raised on each webinar to evaluate the level of engagement, as well as any follow-ups (e.g., email, phone calls).
- Use surveys to evaluate changes in participants’ perceptions of the topic of the webinar or of the agency.
**WEBSITES**

Description:

- Websites are internet sites where organizations can share structured and searchable information.

Purpose:

- Websites have the capacity to inform a large number of stakeholders about agency structure, process, and activities.
- Websites can have varying degrees of interactivity, with online comment sections, videos, live feeds, or links to other methods of engagement (e.g., blogs, newsletters, documents, etc.).
Required resources:

- Staffing: Low-Medium
  - 10-25% staff PY to maintain the website, generate material, and solicit material from agency staff.
- Budget: Medium
  - $20,000-100,000 for accessible, tailored, user-friendly website design.

Required skills:

- Familiarity with website platforms.
- The ability to design and post timely messages that reflect agency perspectives and values.
- The ability to update and maintain website material on a timely basis.
- Clear and concise written communication skills.

Keys to success:

- Conduct timely updates to website material to reflect current processes and agency activities.
- Invest time early to ensure website is appropriately tailored to marine resource stakeholders and made easily accessible.
- Establish a clear and timely vetting process within the agency to review and edit the website material in advance of updates.

Evaluation:

- Use Google Analytics to monitor website use, including from which websites users find the agency website, which pages are most and least frequented, and in which forms of interactivity users engage.
- Use surveys to evaluate how people use or frequent the website.
WORKSHOPS

Description:

- In-person meetings (one hour to two days) that are informal, problem-solving focused, interactive, and often involve a combination of small group and plenary discussions.

Purpose:

- Workshops provide marine resource managers and stakeholders with the opportunity to interact directly with each other in a small group format as well as in a standard, plenary format.
Workshops are useful spaces for brainstorming, sharing ideas, joint-problem solving, and trust and relationship building.

**Required resources:**

- **Staffing: Medium**
  - Workshops tend to be staff intensive events although the effort may only be required over 2-3 months. One marine resource manager, two to three support staff, and outside consultant assistance may be desired depending on the scope and scale of the event.
- **Funding: Medium (assuming conducting more than one workshop around the state)**
  - Likely will require use of external contractors.
  - Hiring a consultant to plan and facilitate a full-day workshop can range from $5,000-10,000.

**Required skills:**

- Process design and large and small group facilitation skills are preferable.
- Logistics and event planning expertise is beneficial.

**Keys to success:**

- A well-developed facilitation plan is important for clearly defining all staff roles and responsibilities.
- Workshops should generally be advertised (via target listservs, key communicators, and other methods) at least three weeks in advance. Outreach reminders tend to be helpful in boosting attendance.

**Evaluation:**

- Use surveys of participants to evaluate the efficacy of facilitation, changes in perception of the agency, and what information participants are taking away.
Description:

- Written public comment is an opportunity for members of the public to provide input (e.g., via email, letter, or website) on draft policy and regulatory documents. This can take place as part of a formal regulatory process; resource managers can also solicit written comments on draft materials or concepts in the pre-regulatory phase.

Purpose:

- Public comment provides marine resource managers or agency staff with a formal written record of public opinion on a regulatory process.
Public comment provides stakeholders with an opportunity to provide input to inform management decisions, both early in planning processes and during formal regulatory processes.

Required resources:

- **Staffing: Low to Medium**
  - Staff time for written public comment is entirely dependent on the number of comments received and on whether marine resource managers plan to or are required to respond to the comments (this acknowledges that agencies cannot always respond to all comments). For large scale or contentious processes, consider dedicating at least 10% PY. This includes development and maintenance of a comment catalogue system database.
  - At a minimum, one staffer or project/regulatory lead and one support staff or consultant to manage, catalogue, and respond to public comments as they come in. Resource managers often contract these services out to an outside consulting firm.

- **Budget: Medium (assuming work is contracted out)**
  - For larger projects, likely will require use of external consultant.
  - Assumes consultant would manage, catalogue, and respond to public comments as they come in.

Required skills:

- Analytical skills to synthesize and respond to public comments.

Keys to success:

- Provide the public with sufficient time to review the draft decision documents.
- For complex issues, provide a comment guide to facilitate preparation of written comments.
- Set clear expectations as to whether and how agency staff will be responding to individual comments and to how the agency will be addressing and incorporating the comments received.
- Encourage original written comments (as opposed to form letters).

Evaluation:

- Count the number of original comments received.
- Review publications to see where the release appears in the printed version. Particularly for newspapers, the release's physical location in the publication (e.g., “above the fold”) is almost as important as whether or not it appears at all.
Engaging with Stakeholders

Meaningful and effective stakeholder engagement is essential for the sustainable management of resources throughout California. Given the number and diversity of stakeholders involved, engaging fishermen and other groups affected by resource management can be challenging. Fortunately, many different stakeholder engagement strategies exist to enable communication and collaboration between resource managers and stakeholders, such as utilizing stakeholder advisory groups, working with recognized key communicators, and sharing information through online fishing forums, websites, and webinars. Although these strategies may not be able to address all of the challenges in resource management, they can be designed to allow a free flow of information between resource stakeholders and managers, assisting in the decision-making process and creating more effective, long-lasting solutions to management issues. Keep in mind that it may be necessary to engage with your agency's communications and/or public outreach personnel to implement these stakeholder engagement strategies effectively.

What is this questionnaire designed to do?

The following questionnaire will lead the user through a series of questions, so that they may best determine which stakeholder engagement strategies are appropriate for a given management process.

Before you begin the questionnaire:

2. If the management process involves tribal consultation, please contact your department's tribal liaison or the Governor's Tribal Advisor Office.

Three-Step Process

The three steps involved in identifying and selecting stakeholder engagement strategies include:

Step 1: Analyze Strategies to Meet Engagement Needs
Step 2: Weigh Strategies Against Additional Opportunities and Constraints
Step 3: Make Final Engagement Strategy Selection
Step 1: Analyze Strategies to Meet Engagement Needs

Step 1 involves analyzing the applicability of possible engagement strategies against three factors critical to broader stakeholder engagement needs:

A. Priority stakeholder engagement goals
B. Timing of the stakeholder engagement process
C. Characteristics of the target stakeholders

A. Priority Stakeholder Engagement Goals

Selecting the appropriate stakeholder engagement strategy depends on the engagement goals you are trying to achieve. Core engagement goals include:

1. Building trust between resource stakeholders and resource managers
2. Work within stakeholder constraints (due to tight time constraints in your process/decision)
3. Educating stakeholders on how to participate in the process
4. Building relationships with key communicators who are well respected in their resource and/or are able to easily reach out to resource users
5. Engaging with under represented groups, particularly when they are affected by management of a specific resource
6. Conducting socioeconomic research on the resource

Goals related to level of stakeholder engagement (since not all marine resource management efforts or decisions require the same level of stakeholder engagement):

7. Inform stakeholders. This involves one-way communication, typically from the resource manager to the resource users without a request for input in return (e.g., sending out information via an email listserv to keep stakeholders up-to-date on a management process).
8. Solicit input. This involves gauging opinion and asking for specific feedback from stakeholders without an expectation of in-depth, collaborative dialogue between stakeholders and resource managers.
9. Involve stakeholders in a management decision. This requires a two-way exchange of information and assurances from the resource manager that input will help shape management alternatives and decisions.
10. Collaborate with stakeholders. This compels managers and stakeholders to work closely together to jointly develop alternatives for marine resource management.

Based on the list above, identify which are the priority goals your marine resource management issue. You may have more than one priority goals for engaging with stakeholders:
B. Timing

Selecting the appropriate stakeholder engagement strategies also depends on the timing of the anticipated engagement in your management process. For example, establishing a stakeholder advisory group with defined membership and a direct role in the decision-making process may be appropriate in the “Early Planning” phase, but would be less appropriate if a decision or final management plan is already before the California Fish and Game Commission for approval.

Identify which of the management phases below most closely aligns to the stage in which you will implement your engagement strategy:

- Early planning (the decision-making process has not started)
- During planning (the decision-making process is underway)
- Implementation (a decision has been made and is currently being implemented)
- Ongoing Engagement (stakeholder engagement outside of a specific decision-making process)
C. Stakeholder Characteristics

It is also important to identify key characteristics of the resource stakeholders with whom you will be engaging, as some engagement strategies work better for some stakeholder characteristics than others. Key stakeholder characteristics include:

1. **Undefined Stakeholder Community**: Does agency staff know the stakeholders within the geographic range of the resource? An undefined stakeholder community does not have readily identified individuals or institutions affected by the management of the resource.

2. **Linguistic Diversity**: Does the stakeholder community comprise individuals who speak one or more non-English native languages?

3. **Organized Institutions Exist within the Fishery**: Does the resource have trusted and validated institutions (e.g., resource associations, community groups, etc.) that are generally viewed by the members of that resource to be active and effective as mechanisms for communicating with stakeholders? These institutions have the organizational capacity and resources to actively engage in the management process and communicate with their constituents in such a way that is more influential than an individual stakeholder's efforts.

4. **Capacity for Engagement (High and/or Low)**: Do stakeholders have the time, money, and knowledge to consistently and actively participate in stakeholder engagement activities? In some cases, various subsets within the same stakeholder community may be able to actively participate, while others do not. In this case, stakeholders can have both a low and high capacity for engagement.

5. **Level of Technological Literacy (High and/or Low)**: Do stakeholders have access to computers and internet connectivity (e.g., could participate in webinars) and have the skills to participate in basic digital engagement strategies such as email, webinars, or social media? In some cases, subsets of stakeholders may not have the requisite equipment, connection, or skills while others within the same community do. In this case, stakeholders can have both high and low degree of technological literacy.

6. **Geographic Size (Large and/or Small)**: Are the stakeholders dispersed throughout the state (i.e., exist in multiple regions in the state), or are they confined to a single, defined location? In some cases, the stakeholders are dispersed throughout the state, but have specific areas of concern requiring special management. In this case, it can be considered both large and small.

7. **Leaders within the Marine Resource Community (Existing and/or Not)**: Are there any individuals associated with the marine resource who are viewed by other stakeholders as being leaders in the community or representative of their interests? In some cases, specific stakeholder constituencies involved in resource management may have leaders, while other subsets do not. In this case, the resource has both leaders and no leaders.

8. **No Recent Engagement with Resource Managers**: Have stakeholders engaged with resource managers in planning, policy, or regulatory decision-making processes affecting their resource within the past five years? If not, there has been no recent engagement with resource managers.

Based on the list above, which characteristics apply to your marine resource management issue? (List all that apply; for characteristics 4-7, note high/low, large/small, or existing/not as appropriate)
Identify Initial List of Appropriate Engagement Strategies

Considering your responses to the above questions on goals, levels of engagement, timing, and stakeholder characteristics, please review the list of engagement strategies in section III and the Table in Appendix B, and then identify below those engagement strategies that are a good fit for your needs.

Potential Strategies:

1. ________________________________
2. ________________________________
3. ________________________________
4. ________________________________
5. ________________________________
Step 2: Weigh Strategies Against Additional Opportunities and Constraints

Step 2 involves several additional qualitative analyses intended to further winnow and identify the most appropriate stakeholder engagement strategies for any given situation. This is described in more detail in Section II of the User Manual. Section III of this User Manual provides detailed descriptions of the individual engagement strategies, including purpose, keys to success, timing, resource considerations, skills required, and other potential constraints for each strategy.

Answer the questions below and compare your answers to the information listed in Section III for each of the potential engagement strategies you have identified at the end of Step 1.

Question 1: What level of resources, both in terms of staffing and funding, are required for this strategy?

Question 2: What skills are required by staff to effectively implement this strategy?

Question 3: Is the current management process highly contentious?

Question 4: How effective has this strategy been in previous marine resource management efforts?

Question 5: Are any stakeholder engagement strategies required by statute (consult with CDFW legal as needed)?
Step 3: Make Final Engagement Strategy Selection

Based on the results from Steps 1 and 2, select the individual strategy or suite of strategies most appropriate for your engagement process.

Document the selection process by articulating your rationale.

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<tr>
<th>Engagement Strategy</th>
<th>Rationale</th>
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## APPENDIX B

### California Marine Resources

### Stakeholder Engagement Strategies

#### Table 1: Engagement strategy effectiveness for stakeholder engagement goals

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<thead>
<tr>
<th>Engagement Strategy Effectiveness for Priority Goals</th>
<th>Build Trust</th>
<th>Efficiency</th>
<th>Educate</th>
<th>Build Relationships</th>
<th>Engage Underrepresented Stakeholders</th>
<th>Socioeconomic Research</th>
<th>Inform</th>
<th>Solicit Input</th>
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**KEY:**
- **ML** = Most Likely to be Effective
- **SL** = Somewhat Likely
- **LL** = Least Likely

Table 1: Engagement strategy effectiveness for stakeholder engagement goals
### Effective Timing for Engagement Strategy Implementation

<table>
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**KEY:**
- **Effective** = E
- **Not Effective** = NE

Table 2: Effective Timing for engagement strategies
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**Table 3: Engagement strategy effectiveness for stakeholder characteristics**

**Key:**
- **ME** = Most Effective
- **SE** = Somewhat Effective
- **NA** = Not Applicable
- **NE/CE** = Not Effective/Counter-effective

Prepared by K&W/COS Sept 2017