



Inclusive Excellence Strategic Plan

2022-2026

(updated April 2024)





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MESSAGE FROM THE DIRECTOR

The Commonwealth has changed dramatically since the birth of this agency in 1916. Along with the evolution of successes and new challenges in wildlife conservation, Virginia's rich geographic and biological diversity is now matched by its demographic diversity. Preservation of species, habitat, and promotion of wildlife-based recreation for the generations to come depends on our ability to reach both new and traditional constituencies and to serve the needs of all Virginians.

Accordingly, I am pleased to present the Department of Wildlife Resources' 2021-2025 Inclusive Excellence Strategic Plan. This Plan, which was developed with input from staff throughout the agency via our Inclusive Excellence Council, outlines our goals and initiatives to build a workforce that will deliver on our mission to "CONSERVE. CONNECT. PROTECT."

Implementing the Inclusive Excellence Strategic Plan will increase our capabilities; promote diversity, opportunity, and inclusion among the agency's staff; make the outdoors available, accessible, and safe for all Virginians; and help ensure that wildlife and outdoor recreation are enjoyed and supported by generations to come. To paraphrase President John F. Kennedy's memorable speech, we choose this undertaking not because it is easy, but because it is hard; because these goals will serve to organize and measure the best of our energies and skills, because this challenge is one that we are willing to accept, one we are unwilling to postpone, and one we intend to accomplish.

Each of us is responsible for ensuring the success of this Plan and I look forward to working with colleagues and constituents to achieve these important objectives.



Ryan Brown
Executive Director,
Department of Wildlife Resources

INCLUSIVE EXCELLENCE TERMS

If an organization is going to move towards Inclusive Excellence, there must be alignment of goals and mutual intentionality. This is not achievable without a shared vocabulary. To that point, some of the terms below can be found in the Governor's ONE Virginia Plan and will be repeated throughout the Virginia Department of Wildlife Resources' (DWR) journey.

DIVERSITY

is defined broadly as all of the characteristics that make individuals unique. It is used to describe the various combinations of group/ social differences (e.g., race/ethnicity, class, gender, gender identity, sexual orientation, country of origin, and ability, as well as cultural, political, religious and other affiliations) and human differences (e.g., personality, learning style, and life experiences). DHRM's working definition of diversity is to foster a collaborative work environment that is inclusive of every employee by recognizing and effectively utilizing their talent, skills, and perspectives to create a unified and high-performance workforce.

INCLUSION

is used to describe the active, intentional, and ongoing engagement with diverse people, practices, and communities (intellectual, social, cultural, geographical) in ways that increase one's cultural affirmation and respect, content knowledge, cognitive sophistication, and empathetic understanding of the complex ways individuals interact with and within systems and organizations. More importantly, genuine and full inclusion fosters a sense of belonging and respect for the differences and uniqueness that all employees bring to the workplace, without the impact of inequities.

INCLUSIVE EXCELLENCE

requires that we establish a welcoming and productive community that engages all of its diversity in the service to an organization, for both internal and external stakeholders. It requires affirmation and respect for cultural, social, racial, religious, gender, and ability differences among the organization's stakeholders. It includes organizational improvements in access/success, climate/culture, education/training, infrastructure/accountability, and community engagement.

INTENTIONALITY

is the characteristic of an individual's or organization's acts that requires them to:

- 1) have goals;
- 2) select behaviors that are in the service of attaining the goals; and
- 3) to call into conscious awareness a desired future state. It is this philosophy that will move DWR towards Inclusive Excellence.

OPPORTUNITY

is a critical factor in making Virginia the best place to live, work, and raise a family. The Commonwealth has dedicated resources to promoting ideas, policies, and practices that improve quality of life and expand economic opportunities for Virginians. Opportunity refers to ensuring that all individuals have equal access to employment, advancement, and development, regardless of factors such as gender, race, sexuality, age, and other characteristics. It emphasizes creating a level playing field where everyone has a fair chance to succeed based on their abilities and efforts. Opportunity requires that people are free from disparate and unlawful obstacles in pursuing their own happiness and success. Opportunity, however, is not opposed to different outcomes resulting from conscientious and fair efforts, as long as everyone faces the same obstacles.

UNDERREPRESENTED

refers to populations that are disproportionately lower in number relative to their number in the national/state population.

DWR's INCLUSIVE EXCELLENCE VISION

The Virginia Department of Wildlife Resources (DWR) will strive to create a work environment that provides all employees equal access to information, development and opportunity. By building an inclusive work environment, we will promote, then leverage, the diversity of people, talent and ideas. As a public agency, our ability to understand, embrace and operate in a multicultural Commonwealth — both among our stakeholders and our employees — is critical to our long-term sustainability and specifically impacts our ability to meet DWR's mission.



INCLUSIVE EXCELLENCE

CORE PRINCIPLES

Below are the four core principles of Inclusive Excellence at DWR. Each has a specific Goal(s) that is to be accomplished by executing on specific Strategic Initiatives. It is anticipated that this list of initiatives will continue to grow over the four-year lifespan of this plan and such additions will be noted in the annual report on progress.

Too often, strategic plans require certain “outputs” from organizational components. In order to be intentional in our efforts, the plan features Targeted Outcomes which will ultimately determine success. While creating a diverse, equitable, and inclusive workplace is the responsibility of every employee, some divisions are more responsible for the execution of specific initiatives than others.

The Accountable Divisions charts assign responsibility for each initiative. The accountable divisions for each strategic initiative are requested to collaborate in the submission of proposed metrics for each of the strategic initiatives within 90 days of the final approval of this plan, as they possess the subject-matter expertise to execute more efficiently.

- Recruiting
- Culture
- Awareness
- Connecting

RECRUITING

- Using a broad spectrum of talent acquisition best practices to attract a diverse and highly skilled applicant pool.
- To manage a process free from artificial barriers that would discourage the hiring of underrepresented candidates.

GOALS

- Complete transparency of the recruitment and selection process allowed within federal and state law and Department of Human Resource Management (DHRM) policy.
- Elimination of all reasonable artificial barriers to hiring.

STRATEGIC INITIATIVES

1. Create a college and university recruitment plan featuring internships and mock interviews that is inclusive of historically Black colleges and universities in the Commonwealth and contiguous states.
2. Develop enhanced relationships with college administrators and proficiency with HANDSHAKE[1] technology to assist in recruitment.
3. Track applicant flow data for various demographics. Provide a semi-annual report to leadership for action and accountability consideration.
4. Engage diverse recruiting venues, websites, magazines, business publications, and professional and college outdoors-oriented affinity organizations.

[1] HANDSHAKE is an online employment solution for college students used by more than 500,000 employers.

5. Provide clear applicant preferred education qualifications and certification requirements to all colleges and universities.
6. Engage subject matter expert(s) to review interview processes to ensure objectivity in candidate selections.
7. Establish an employer branding strategy which includes images of underrepresented and underserved populations.
8. Develop a centralized Internship Program for all divisions with one point of contact, a start-to-finish participation plan, and a way to capture participant and division feedback with the goal of full-time employment.
9. Foster an environment in which interns are paid a wage that will allow them to live independent of other income during the internship.
10. Review the LawFit[2] measurables and water swimming requirements to ensure that they are appropriate and/or can be obtained at the conclusion of a CPO academy.
11. Offer training to ensure that individuals conducting background investigations are doing so equitably and the process is free from bias.
12. Expand advertisements through all avenues that will attract a diverse population such as radio, billboards, social media sites, LinkedIn, Indeed, etc.
13. Communicate and follow hiring timelines including the requirements for completing the Conservation Police Officers academy.
14. Standardize the sharing of information regarding prerequisites and conditions of positions to all interviewing candidates.
15. Perform salary studies to ensure equity in all offers of employment.
16. Avoid including minimal requirements in a position description that can be obtained after employment.

[2] The LawFit LLC is an initial physical fitness assessment tool developed by the National Center for Public Safety Fitness of George Mason University. After this assessment is complete the candidate is expected to complete several hours of physical fitness training leading to optimal performance, endurance, and strength with the management of disease, fatigue, and stress and reduced sedentary behavior. Candidates are tested periodically over a 26-28 week training period.

TARGETED OUTCOMES

- Increased number of underrepresented applicants in the pool.
- Increased rate of underrepresented candidates interviewed and hired.
- Increased the number of interns from underrepresented groups.
- Increased rate of underrepresented interns entering the conservation field and working for DWR.

ACCOUNTABLE DIVISIONS

	DIVERSITY INCLUSION	EXECUTIVE OFFICE	FINANCE PLANNING	FISHERIES	HUMAN RESOURCES	LAW	OUTREACH	WILDLIFE
1					X			
2					X			
3	X				X			
4	X				X		X	
5					X			
6	X				X			
7	X						X	
8	X				X			
9	X		X		X			
10	X				X	X		
11	X				X	X		
12	X						X	
13					X	X		
14					X			
15					X			
16					X			

CULTURE

- To promote and sustain a workplace that is inclusive of all people, talents and ideas so that members of the workplace may achieve their highest level of engagement and full occupational potential.

GOALS

- Develop a workforce that resembles the diverse racial, gender, and cultural differences of the Commonwealth.
- Value non-traditional approaches and skill sets that can further DWR's mission.
- Adopt a "best idea wins" approach to decision-making.
- Treat others as THEY wish to be treated and not as YOU wish to be treated.

STRATEGIC INITIATIVES

1. Challenge and ensure accountability for unacceptable cultural behaviors by both employees and customers.
2. Conduct an annual climate survey of the workforce. Track progress and course correct towards a more inclusive work environment.
3. Move beyond the "rites of passage" approach to starting a career in conservation to one which does not present barriers based on means.
4. Allow employee work profiles and screening criteria to include bonafide and relevant non-career activities when measuring an applicant's qualifications and interests.

5. In the employment process, when not in contradiction with any state, federal or local law or regulations, consider how an applicant's views and past actions align with the vision, mission and values of DWR.
6. Develop an Ombudsman Program that provides a safe space for those who have difficulty in the workplace.
7. Develop an Employee Appreciation Program and demonstrate authentic appreciation that is communicated to the entire staff. Ensure that recognition awards are given annually.
8. Establish a standardized on-boarding process that includes a presentation on "Inclusive Excellence at DWR" and agency-wide introduction of new staff.
9. Challenge seemingly innocuous office practices that could ultimately exclude certain members of the workforce.
10. Conduct a standardized exit interview/survey of all departing staff members with data reported annually to leadership for future action.
11. Emphasize non-traditional/practical experience as a proxy for academic credentials whenever possible.
12. Require specialized cultural awareness education for all customer-facing personnel.
13. Encourage participation and transparency in career development practices for all DWR employees.
14. Conduct a review of all policies, practices, and procedures to ensure alignment with Inclusive Excellence goals.
15. Create a framework for the development of employee resource groups where employees with similar backgrounds and interests may network, mentor, and create a safe space consistent with DWR's policies.

TARGETED OUTCOMES

- Reduction in grievances.
- Reduction in EEO/discrimination claims.
- Reduction in customer complaints.
- Increased employee retention rates.
- Increased employee engagement.
- Increased applicants.
- Increase scores on annual climate surveys.

ACCOUNTABLE DIVISIONS

	DIVERSITY INCLUSION	EXECUTIVE OFFICE	FINANCE PLANNING	FISHERIES	HUMAN RESOURCES	LAW	OUTREACH	WILDLIFE
1	X	X	X	X	X	X	X	X
2	X	X	X	X	X	X	X	X
3				X	X	X		X
4				X	X	X		X
5		X	X	X	X	X		X
6		X			X			
7		X			X			
8	X				X			
9	X	X	X	X	X	X	X	X
10	X				X			
11				X	X			
12	X	X		X	X	X	X	X
13		X	X	X	X	X	X	X
14	X	X	X	X	X	X	X	X
15	X	X						

AWARENESS

- To develop learning opportunities to equip members of the workforce with the ability to promote inclusive excellence and be active and accountable in building an inclusive work environment.

GOALS

- Initiate Agency-wide, mandatory Inclusive Excellence training.
- Integrate Inclusive Excellence principles in all policies, practices and procedures going forward.
- Build training to accommodate diverse learning styles.

STRATEGIC INITIATIVES

1. Offer regular training on Inclusive Excellence, cultural competency and awareness.
2. Regularly communicate information that raises awareness and promotes civility in the workplace.
3. Hold agency leadership accountable, via 360 reviews, for creating an environment within their divisions that promotes inclusive excellence.
4. Develop training courses that are tailored appropriately for employee's roles and responsibilities.
5. Bring broader perspectives with the use of third-party trainers with experiences beyond DWR.

6. Offer training specifically for hiring managers that emphasizes development of job descriptions, bias recognition and elimination, panel selection, etc.
7. Focus training and awareness opportunities on integrating Inclusive Excellence concepts into all aspects of the agency.
8. Educate outreach personnel, conservation police officers, and other public facing personnel, on cultural competency and building relationships across cultures.
9. Require management training of all new managers within one (1) year of hiring/promotion.
10. Produce annual report on advancement of Inclusive Excellence by Chief Diversity and Inclusion Officer.
11. Maintain an engaged Inclusive Excellence Council composed of members of each division who will champion Inclusive Excellence throughout the agency.

AWARENESS

TARGETED OUTCOMES

- Increased hiring and promotion of those from underrepresented populations.
- Improved communication between employees from different backgrounds.
- Improved support for Inclusive Excellence.
- Reduction in EEO/discrimination claims.

ACCOUNTABLE DIVISIONS

	DIVERSITY INCLUSION	EXECUTIVE OFFICE	FINANCE PLANNING	FISHERIES	HUMAN RESOURCES	LAW	OUTREACH	WILDLIFE
1	X					X		
2	X							
3		X			X			
4	X				X			
5	X							
6					X			
7	X	X			X			
8	X			X		X	X	X
9		X			X			
10	X							
11	X	X	X	X	X	X	X	X

CONNECTING

- Utilizing resources and strategies to make the outdoors available, accessible, and safe for all Virginians.

GOALS

- Increase education about, and access to, Virginia's wild spaces and the fish and wildlife that live in them.
- Provide targeted, direct outreach to underrepresented and underserved populations.
- Expand partnership with outdoor-oriented affinity organizations.

STRATEGIC INITIATIVES

1. Create DWR branded content that highlights DWR's mission and ways to get involved to be distributed at parks, schools and colleges.
2. Establish strategic relationships with outdoor affinity organizations to better understand their views on outdoor activities and conservation.
3. Include more diverse images in both print and electronic media.
4. Implement a language access strategy for multi-lingual speakers and individuals with disabilities.
5. Update website with images and languages that are inclusive of those in the Commonwealth.

6. Partner with other Virginia outdoor organizations to create synergy in messages to diverse audiences.
7. Seek opportunities to acquire and develop lands and waters that will assist in promoting high-quality outdoor wildlife experiences closer to our urban communities.
8. Seek to convert or expand the usage of DWR's current lands and waters to accommodate activities in which underrepresented groups participate. [4]
9. Host events that target underrepresented populations.
10. Seek sponsorships and participation in outdoor programs and events that are held by, or target, underrepresented populations.
11. Develop a Community Engagement Plan and dedicate an employee to its execution.
12. Share Inclusive Excellence awareness content on website and social media.

CONNECTING

TARGETED OUTCOMES

- Increased participation of underrepresented populations at outreach and community engagement events.
- Increased visitation at Wildlife Management Areas (WMA), and other wild spaces, by underrepresented populations.
- Increased allowable alternative use of WMAs.[5]
- Increased participation in events designed to introduce underrepresented populations to outdoor activities.

[3] & [4] This plan in no way promotes interference with WMAs' primary purpose as wildlife habitat. Any use must be consistent with the purposes for which the property was purchased or compatible with management objectives.

ACCOUNTABLE DIVISIONS

	DIVERSITY INCLUSION	EXECUTIVE OFFICE	FINANCE PLANNING	FISHERIES	HUMAN RESOURCES	LAW	OUTREACH	WILDLIFE
1							X	
2	X						X	
3	X						X	
4							X	
5							X	
6		X				X	X	
7				X				X
8				X				X
9	X			X		X	X	X
10	X			X		X	X	X
11	X	X			X		X	
12	X						X	



State Government Metrics Dashboard

Implementing Inclusive Excellence: Measuring Progress

Agency: Department of Wildlife Resources

GOAL 1: Access and Success (DWR Core Principle RECRUITING)

Recruit and retain a diverse workforce.

Action	Resources Required / Fiscal Impact	Lead Person(s)	Anticipated Deliverable or Result	Impact	Timeframe	Progress Notes
Implement a comprehensive college recruiting plan to incorporate partnering with HBCUs, internships, representative imagery, and data monitoring.	Funding for increased campus visits, internships and wider outreach.	HR Director Outreach Director	Increased applications for entry-level positions from underrepresented groups. Increased number of Law candidates and academy participants among those underrepresented.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete
Implement a centralized, paid internship program.	Funding up to 10 internships annually at a living wage.	Outreach Director	Equitable access to conservation experience for interested students.	<input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete
Perform audit of screenings, interviews, and background checks to eliminate artificial barriers in recruiting.	Retain subject matter expert contractors to perform audit	Chief DEI Officer HR Director	Eliminate artificial barriers to the hiring of underrepresented applicants. Establish transparency in the recruiting and hiring processes.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete

GOAL 2: Climate and Intergroup Relations (DWR Core Principle CULTURE)

Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations.

Action	Resources Required / Fiscal Impact	Lead Person(s)	Anticipated Deliverable or Result	Impact	Timeframe	Progress Notes
Conduct an annual climate survey of the workforce. Track progress and course correct towards a more inclusive work environment.	Funding to Retain subject matter experts to assist in developing the tool.	Chief DEI Officer	Annual feedback from the workforce that informs leadership on needed actions and strategies.	<input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input checked="" type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete
Conduct reviews of all policies, practices and procedures to ensure alignment with Inclusive Excellence goals	Staff time for members of the Inclusive Excellence Council will be required. In the alternative, outside subject matter experts may need to be retained.	Chief DEI Officer	Aligned policies, practices and procedures.	<input checked="" type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete
Continue recognition of contributions by underrepresented groups advancing conservation and wildlife management.	Cost of travel and honorarium for speakers.	Chief DEI Officer	Exposing the workforce to the diversity of contributions to the agency's work.	<input type="checkbox"/> High <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete

GOAL 3: Training and Education (DWR Core Principle AWARENESS)

Engage in learning the concepts of DE&I, and the importance of these concepts in completing the agency mission.

Action	Resources Required / Fiscal Impact	Lead Person(s)	Anticipated Deliverable or Result	Impact	Timeframe	Progress Notes
Offer regular training to all employees emphasizing DWR's expectations of inclusive excellence in the workplace.	Funding of trainers and on-line training modules (if not provided by the DHRM)	Chief DEI Officer HR Director	A workforce aware of DWR's value and expectations of their behaviors. Fewer conflicts and complaints among employees.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input checked="" type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete
Educate public facing personnel on issues of cultural competency relevant to their work.	Funding of trainers and on-line training modules (if not provided by the DHRM)	Chief DEI Officer Law Colonel Outreach Director	Reduction in the number of complaints from the public related to differences in cultural understanding.	<input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete
Produce annual report on progress of Inclusive Excellence Plan.	No fiscal impact	Chief DEI Officer	Measures of success towards reaching inclusive excellence.	<input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete

GOAL 4: Infrastructure and Accountability (DWR Core Principle CULTURE)

Create and sustain an agency or departmental infrastructure that effectively supports progress and accountability in achieving diversity goals.

Action	Resources Required / Fiscal Impact	Lead Person(s)	Anticipated Deliverable or Result	Impact	Timeframe	Progress Notes
Develop an Ombudsman Program that provides a safe space for those facing challenges in the workplace	Funding to retain vendor who will serve in the ombudsman capacity.	Executive Director	Ensuring that all voices within the workforce are heard. Avoiding workplace conflict	<input type="checkbox"/> High <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete
Establish a framework for the development of employee resource groups.	Funding for each group's annual activities.	Chief DEI Officer	Employee resource groups will increase mentoring and employee engagement.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete
Conduct standardized exit interview/survey with all departing staff. Compile data in annual report to leadership.	No fiscal impact.	HR Director	Annual report to leadership used to address current policies and practices.	<input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete

GOAL 5: Community Engagement (DWR Core Principle CONNECTING)

Focus community engagement activities on those that provide measurable, direct, equitable, and sustained benefit to all of Virginia's diverse communities.

Action	Resources Required / Fiscal Impact	Lead Person(s)	Anticipated Deliverable or Result	Impact	Timeframe	Progress Notes
Establish strategic partnerships with outdoor affinity organizations to understand and support their views on outdoor activities and conservation.	Funding for event programming.	Outreach Director Chief DEI Officer	Partnered programming with groups such as Outdoor Afro, Latino Outdoors, and ARTEMIS. Increased participation of underrepresented groups in DWR events.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete
Utilize visual imagery that reflects the diversity of the Commonwealth in all public documents and electronic media.	Cost of hiring models and/or purchasing stock imagery.	Outreach Director	More underrepresented groups on public publications, electronic media and advertisements. The result has been increased interest in DWR by those groups.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input checked="" type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete
Convert and/or expand the usage of DWR's current lands and water to accommodate activities in which underrepresented groups participate.	Potentially high fiscal impact (i.e. creating shooting complex, clearing hiking trails, building camping shelters, etc.)	Executive Director Chief of Wildlife Chief of Fisheries	New revenue through access permit purchases by new constituents.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete

CONCLUSION

The Inclusive Excellence Council (IEC) is composed of the representatives from each DWR division and led by the Chief Diversity and Inclusion Officer. Primary among the IEC's charges were developing an Inclusive Excellence Strategic Plan that would address the Agency's need to evolve both internally and externally. The IEC utilized the following plan development process:

- **Defined parameters of Diversity, Opportunity, and Inclusion**

We studied the Agency's mission and R3 Strategic Plan and worked within the Commonwealth's ONE Virginia Plan for diversity, equity and inclusion which clearly defines the Governor's vision for an inclusive Commonwealth.

- **Developed a Vision Statement**

The developed vision was vetted and approved by the Director's Working Group.

- **Assessed Needs**

We reviewed areas of improvement highlighted in previous diversity studies, Joint Legislative and Review Commission (JLARC) study and Office of State Inspector General (OSIG) audit. The IEC also retained a third-party facilitator to perform a qualitative assessment through meetings with members of the workforce.

- **Reviewed Best Diversity and Inclusion Practices in Conservation**

While relatively a new area, we were able to study industry trends and challenges.

- **Established Priorities**

Once the Core Principles were determined, the IEC divided into teams to establish goals, initiatives and targeted outcomes for each one.

- **Determined Accountability and Measures**

The final and most important task to insure success was assigning accountability to agency divisions to devise measures and produce outcomes.

In developing the Plan, the IEC believes it has given DWR a roadmap to becoming an employer of choice among the Commonwealth's agencies and a model steward in making Virginia's outdoor spaces available, accessible and safe for its diverse population. We look forward to working toward the continued growth of the Agency through Inclusive Excellence.

2024-25 DWR Inclusive Excellence Council

George P. Braxton, J.D., C.D.E. (Chair)

1st Sgt. Michael Hill (Vice-Chair)

Carrie Colburn

Lt. Jessica Fariss

Marlo Gibson

Ronald Hughes

Sgt. Amanda Nevel

Doreen Richmond

Jaime Sajecki

Kelsey Steenburgh

Jeffrey Trollinger