



ARKANSAS RECRUITMENT, RETENTION AND REACTIVATION ACTION PLAN

THE FUTURE OF CONSERVATION AND OUTDOOR RECREATION IN ARKANSAS

www.agfc.com/r3

Tabbi Kinion
Education Division Chief



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1. Arkansas Game and Fish Commission

2. Approach

3. Structure

4. Implementation

5. Lessons Learned

6. Early R3 Wins



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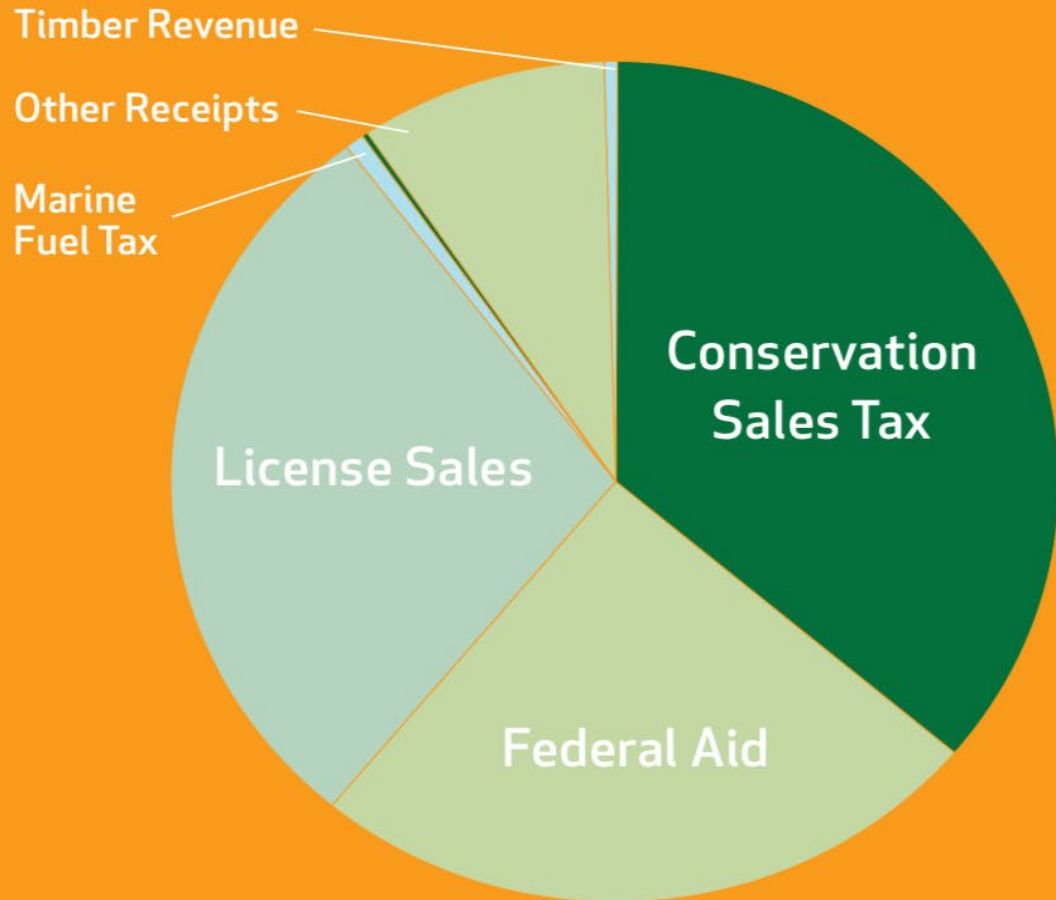


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FUNDING CONSERVATION



Roughly two-thirds of funding is hunting and fishing participation driven through license sales and federal aid.

LICENSE SALES

HUNTERS

2014-2019

**15%
DROP**

ANGLERS

2014-2019

**18%
DROP**

FEDERAL APPORTIONMENT

2015 \$19.3-million

2019 \$16.2-million

16% DROP



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ECONOMIC IMPACT OF OUTDOOR RECREATION

Outdoor recreation fueled by conservation is a catalyst for enjoyment, economic growth and prosperity across the state.

**96,000
DIRECT
JOBS**

**9.7 BILLION
IN CONSUMER SPENDING**

**2.5 BILLION
IN WAGES AND SALARIES**

**OUTDOOR RECREATION TOURISM
DRIVES RURAL ARKANSAS ECONOMIES**



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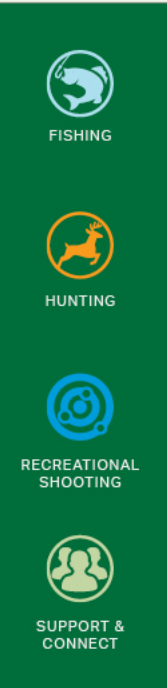
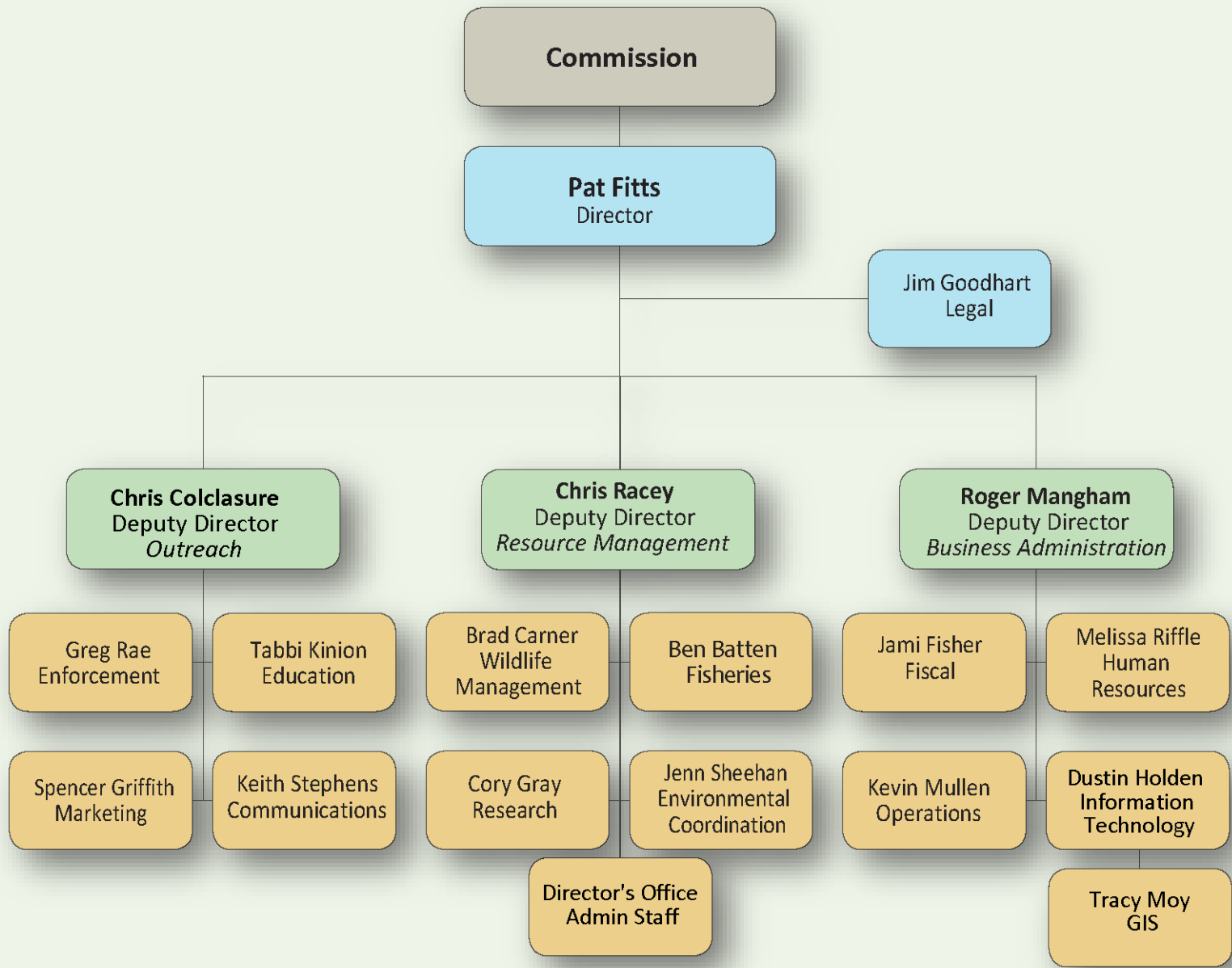
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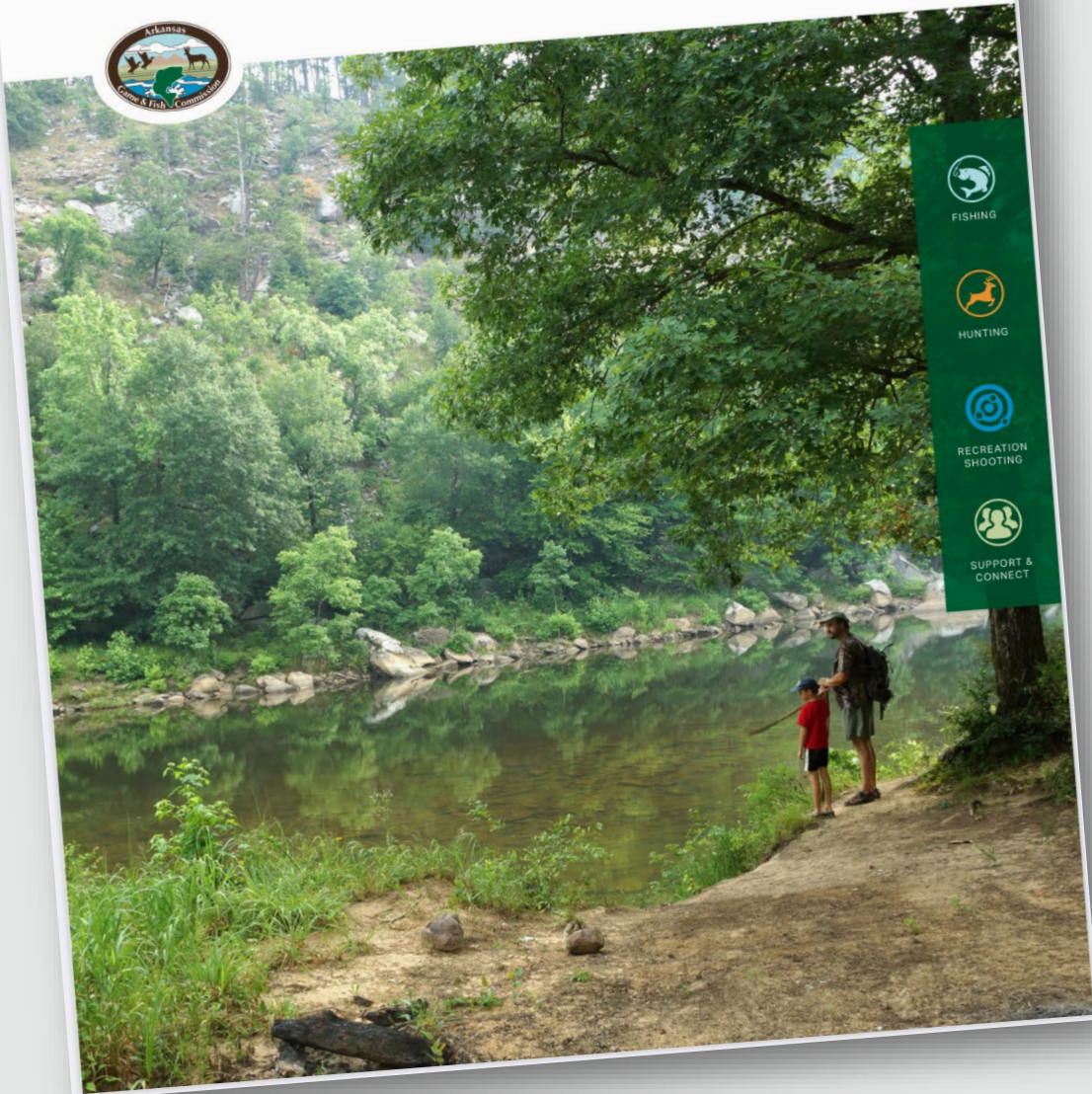


APPROACH



THE FUTURE OF CONSERVATION AND OUTDOOR RECREATION IN ARKANSAS

Arkansas Recruitment, Retention and Reactivation Action Plan



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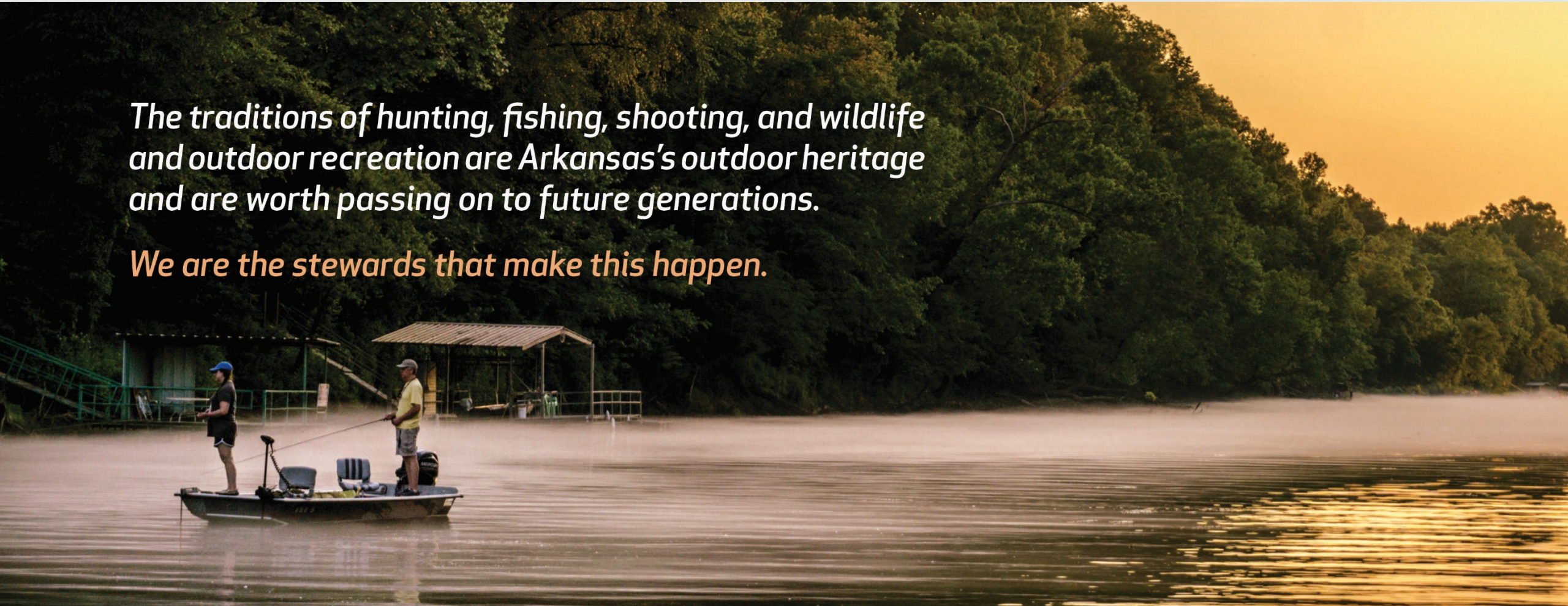


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The traditions of hunting, fishing, shooting, and wildlife and outdoor recreation are Arkansas's outdoor heritage and are worth passing on to future generations.

We are the stewards that make this happen.





What are we going to do in the next five years to recruit, retain and reactivate hunters, anglers, recreational shooters, and supporters of fish, wildlife and AGFC?



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BOATING & FISHING
FOUNDATION



HUNTING	FISHING	SHOOTING	SUPPORT AND CONNECT
<p>Garrick Dugger Wildlife Division</p> <p>Ralph Meeker Wildlife Division</p>	<p>Ben Batten* Fisheries Division</p>	<p>Grant Tomlin Education Division</p>	<p>Tabbi Kinion* Education Division</p>
<p>Chris Colclasure Administration</p>	<p>Chris Racey Administration</p>	<p>Dustin Holden Information Technologies</p>	<p>Kirsten Bartlow Communications</p>
<p>Ashley Gramza* REC Division</p>	<p>Jessica Feltz* Fisheries Division</p>	<p>Randy Zellers* Communications</p>	<p>Hollie Sanders* Education Division</p>
<p>Lt. Jeremy Whiley Enforcement Division</p>	<p>JJ Gladden Education Division</p>	<p>Capt. Nakia Crims Enforcement Division</p>	<p>Steve Dunlap Education Division</p>
<p>Wil Hafner* Education Division</p>	<p>Capt. Shad Pearce Enforcement Division</p>	<p>Sarah Baxter* Fisheries Division</p>	<p>Cody Walker Education Division</p>
<p>Lea White Education Division</p>	<p>Spencer Griffith* Marketing</p>		<p><i>* Core Writing Team</i></p>



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Hollie Sanders (another Agency) commented on this Jul 29, 2019



Tabbi Kinion •
Agency



The Good Reasons Old Hunting Culture is Dying - Hunt Rising

This already sounds harsh - and mostly because if you think of the big buck and big game craze as your heyday, well, that's dying. And if you just bear with me through this article you will understand why. You will also recognize that this is not the first and probably not the last time ...

For the last Friday before we meet I have an article for you to consider. I met the Hunt Rising guys at the AFWA conference last year and they are taking a new approach to hunter recruitment from the 20-something perspective. I think most of us have a sense of what they are saying here, it's just interesting to have it laid out this way.

Arkansas R3 | Little Rock, AR · Posted Jul 26, 2019



Hollie Sanders Jul 29, 2019
Agency

Wow. Yeah powerful paradigm shift there. "People do not get to pick cultural shifts; they just *happen*".



· Reply



+ Share your thoughts...



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2019-2020 R3 PLAN ROADMAP

The Arkansas Game and Fish Commission has been working on the question of how to recruit, retain and reactivate hunters and anglers for years. This plan is built on the years of work, discussions, actions and recommendation documents from many teams before us.

This is the schedule of activities that our AGFC R3 Planning Team followed to make this plan a reality. The schedule was ambitious, but the pressure to keep the project moving lead to our group being able to get on with implementing coordinated R3 efforts rather than spending more than a year planning. However, this schedule required that many other work tasks be put aside in favor of moving this forward.

March/April 2019	Applied for and accepted for RBFF R3 Planning Support Grant
April/May	Planning discussions with RBFF, Directorate, and DJ Case & Associates
May 20-22	R3 Planning Team Formed <ul style="list-style-type: none"> • 5/20 Directorate tells Chiefs (in Senior Staff Meeting) that the process will be happening • 5/21 Chiefs notified who in Divisions have been selected • 5/22 Participants notified by Directorate of R3 plan team • 5/22 Writing team notified separately of bigger commitment
June 20	Webinar 1 - Welcome and Project Expectations <ul style="list-style-type: none"> • Presenter Outline • Participant Agenda
July 1-29	Daily Posts on R3 Community with background information on R3 <ul style="list-style-type: none"> • Planned Posts • R3 Community Page
July 10	Webinar 2 - More Project Background <ul style="list-style-type: none"> • Agenda • Logistics and Expectations for July 30-31 meeting
July 30-31	Planning team meeting I - Facilitated by Phil Seng, DJ Case & Associates <ul style="list-style-type: none"> • Workshop Agenda • Welcome Outline (Tabbi)
August	Small group calls/discussions Outcome: <ul style="list-style-type: none"> • All work from July 30-31 meeting moved into planning templates • Activity Groups must fill in template for Goals/Strategies/Actions
August 30	Core Writing Team Meeting I - Directors Conference Room AGENDA Outcomes: <ul style="list-style-type: none"> • Discussed our small-team tasks and schedule • Categorized strategies • Revised, Combined and Finalized Goals for plans • Started to review strategies across activity areas • Discuss September assignments and process
September	Small groups finished Objectives, Strategies, and Actions <ul style="list-style-type: none"> • Fishing • Hunting • Recreational Shooting • Support and Connect

October 1	Core Team Meeting II - CANC AGENDA Outcome: <ul style="list-style-type: none"> • Finalize and adopt Objectives List • Work together to create sample page with agreed-on level of detail for resources, metrics, evaluation questions, and connections • Determine other sections to include in plan (Table of Contents) • Set agreed-on outcomes and tasks for Oct. 9-10 meeting
	Send invite to Chiefs meeting 10/23/19 to all Divisions
October 9-10	Planning team meeting II - Mayflower AGENDA Outcomes: Day 1 Question: What resources do we need to add/change/redirect and who will implement our plans? <ul style="list-style-type: none"> • For each action - identify the financial, time, and personnel resources needed • For each action - identify who (position, program, or division) will be responsible for leading the implementation by indicating this in parentheses next to the action statement • For each objective - identify (bottom box) where there are connections, opportunities, and overlap within AGFC and with partner organizations • List resource needs and how often they appear in your activity area - large group activity: compile resources needed to accomplish plan Day 2 Question: How will we know we are accomplishing what we say we are? <ul style="list-style-type: none"> • Clarify metrics vs. evaluation • Define metrics for each strategy year 1 and year 5 • Create 2-3 evaluation questions for overall objective • As a team, prioritize your strategies into categories to help Senior Staff understand what needs to be invested in first, second, last, etc.
October 23	Core Team Meeting III + Directorate and some other Chiefs @ CANC Outcome: Morning writing team only: <ul style="list-style-type: none"> • Review progress made so far • Create list of resources needed from each Division • Discuss agenda of how to give overview to Chiefs Afternoon Chiefs Meeting: <ul style="list-style-type: none"> • Overview of the planning process • Goals and Objectives of the Plan • Overview of the resources needed • Next Steps
October 28	Small group <ul style="list-style-type: none"> • Take every action and determine when it will happen within the scope of this plan
December	Feedback gathering from internal stakeholders
December	Core Team Meeting IV - Tuesday, December 3rd Outcome: Plan final table of contents, write introductory and appendix content
January 22, 2020	Planning team meeting III AGENDA Outcome: Finalize recommendations for agency adoption
February 19	Directorate Adoption and Commission Presentation <ul style="list-style-type: none"> • Planning team members attend Commission meeting
March/April	Divisions incorporate strategies into budget/planning for FY21
FY20 & FY21	Quarterly R3 Team Meetings Outcome: Check in on progress, evaluate whether strategies are accomplishing what we say they should



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RECREATIONAL SHOOTING



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Writing Team Meeting August 30, 2019

Why an AGFC R3 Plan?

The traditions of hunting, fishing, shooting, and wildlife and outdoor recreation are Arkansas' outdoor heritage and are worth passing on to future generations. We are the stewards that make this happen.

The question we are answering with this plan:

What are we going to do in the next 5 years to recruit, retain, and reactivate hunters, anglers, shooters, and supporters of fish, wildlife and AGFC?

Meeting Outcomes:

- Discuss overall outcome for this group and the steps to get to February.
- Determine the work/topic categories for each strategy (i.e. marketing, program, product, etc.) This will be used to organize the work and who does the work later on.
- Review list of overall goals for the R3 plan in one place - does this list represent all of the goals the agency should work on regarding R3 in the next five years?
- Spend time working across Activities to review strategies, determine overlapping and complementary strategies, and identify connections.
- Discuss next steps and action items to bring to October 1st meeting

Agenda:

9:30am

Welcome and Big Picture

- Welcome
- Agenda/Outcomes/Purpose of this meeting
- Big picture goals for this team between now and February (Chris)
- Capture what is missing

10am

Categorize your strategies

By putting all of our strategies and actions into categories, we can use this as a secondary way to organize our R3 plan - one by the Activity area, another by these categories. For example, in the next 5 years we are going to do these marketing strategies or improve/change/create these programs.

Everyone

- Looking at your strategies and actions, what are some categories that jump out?
- Marketing, Programs, New Products, etc.
- Write the categories on a flip chart and post - the categories will help us think through who and how we are going to get all of this done in 5 years



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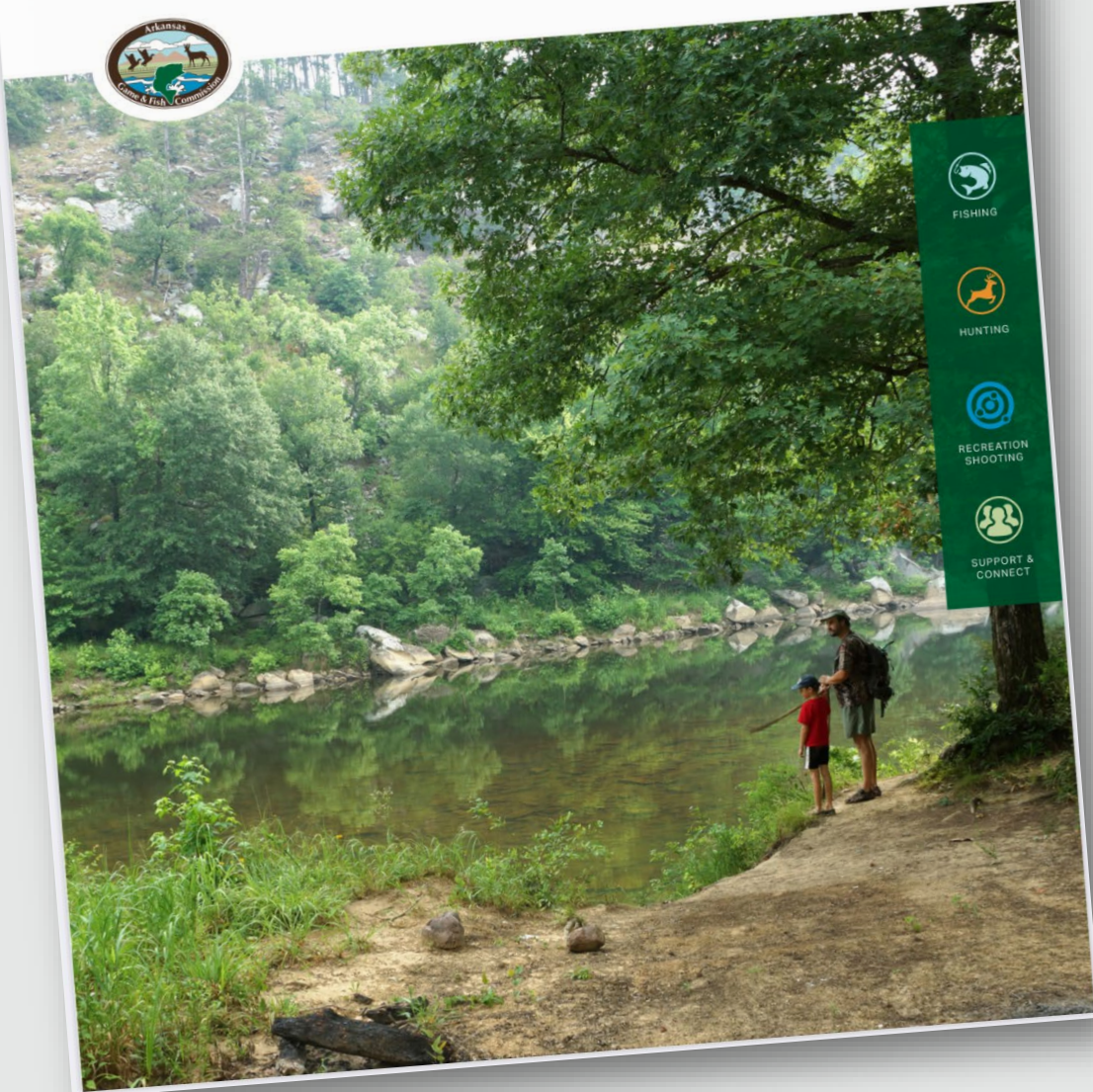


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Arkansas Recruitment, Retention and Reactivation Action Plan



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STRUCTURE



4 ACTIVITIES



7 GOALS



24 OBJECTIVES



80 STRATEGIES



247 ACTIONS



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Fishing

Target Audiences:

1. Current/ lapsed license holders
2. Young adults (25-34 year olds)
3. Families with kids between 6 and 15 years old
4. Hispanics
5. African-Americans
6. Urban centers
7. Recreational boaters

Fishing Goal

1. Increase participation in fishing.

Recruitment

Objective: Increase the number of first-time fishing license holders by **X%** annually.

- Target Audience:
 - Arkansans that have previously engaged with AGFC.
 - Look-alike audiences of existing license buyers.
 - Recreational boaters
- Metric: License sold to an individual by fiscal year for the first time in 5 years
- Strategies:
 - Leverage the Family and Community Fishing Program to provide convenient fishing opportunities in densely populated areas at community ponds and lakes with catchable-size catfish and trout. (Education and Outreach/Opportunities/



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AGFC 2020 RECRUITMENT, RETENTION AND REACTIVATION (R3) PLAN

Why an AGFC R3 Plan?

The traditions of hunting, fishing, shooting, and wildlife and outdoor recreation are Arkansas' outdoor heritage and are worth passing on to future generations. We are the stewards that make this happen.

The question we are addressing:

What are we going to do in the next five years to recruit, retain and reactivate hunters, anglers, recreational shooters, and supporters of fish, wildlife and AGFC?

The plan organization:

To build this plan, we split the content into four major subject areas: hunting, fishing, recreational shooting and a cross-functional area we call "support and connect".

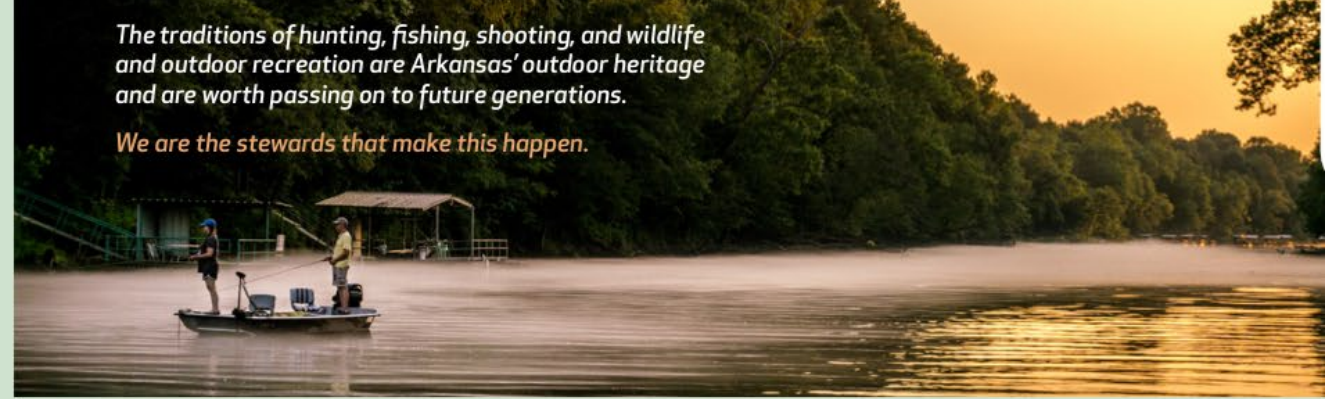
Next, we considered the target audiences that we wanted to reach in the next five years. With these audiences in mind, the group created a list of possible **goals** that build to our overall purpose.

From the final list of goals, we built our **objectives**. These objectives are intended to be measurable and all of the strategies and actions associated help answer the question: How do we get to our objectives?

The **strategies** break down the objectives into different related activities that lead to the objective accomplishment.

Finally, there are more than 200 **actions** to get done in the next five years. Our group assumes that if we achieve all of these actions, we will accomplish our overall purpose of getting more people outdoors.

Each of the **objectives** is featured on a page in this plan. These **objectives** are directly related back to our **target audiences**. Each objective page features the target audiences, the **resources** we need to invest to accomplish the actions, the **metrics** we will use to measure where we are making forward progress, and the **evaluation questions** to answer to determine if these are the best actions to be investing time and money into.



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We are the stewards that make this happen.



RECREATIONAL SHOOTING GOAL 1: INCREASE PARTICIPATION IN RECREATIONAL SHOOTING.

- Objective 1. Increase awareness of existing locations to shoot.
- Objective 2. Increase the amount of time and/or frequency current recreational shooting participants spend shooting.
- Objective 3. Increase the diversity of recreational shooters.
- Objective 4. Increase shooting sports participation in AGFC programs each year.
- Objective 5. Increase opportunities to shoot at ranges.



RECREATIONAL SHOOTING GOAL 2: INCREASE THE NUMBER OF RECREATIONAL SHOOTERS WHO PURCHASE HUNTING AND FISHING LICENSES.

- Objective 1. Increase the convenience of license purchasing for recreational shooters.
- Objective 2. Increase the rate of AYSSP and ANASP participants who hold an active license or junior license.



SUPPORT AND CONNECT GOAL 1: ENCOURAGE ARKANSANS TO PARTICIPATE IN OUTDOOR RECREATION.

- Objective 1. Evaluate and augment current programs to connect people to outdoor opportunities.
- Objective 2. Encourage active outdoor lifestyles.



SUPPORT AND CONNECT GOAL 2: INCREASE THE NUMBER OF ARKANSANS THAT SUPPORT HUNTING, ANGLING AND RECREATIONAL SHOOTING AS CONSERVATION TOOLS.

- Objective 1. Connect people to wildlife-related outdoor recreation and AGFC's role in conservation
- Objective 2. Create targeted marketing campaign focused on what hunters and anglers do for conservation.



SUPPORT AND CONNECT GOAL 3: BUILD ONGOING SUPPORT FOR AMENDMENT 75, AGFC AND CONSERVATION.

- Objective 1. Increase awareness of AGFC services and activities across our current user groups.
- Objective 2. Tell the public how AGFC has invested Amendment 75 funds.
- Objective 3. Build mechanisms to help staff and volunteers understand and explain their role in conservation.



FISHING GOAL: INCREASE PARTICIPATION IN FISHING.

- Objective 1. Increase the number of first-time fishing license buyers by 3% each year.
- Objective 2. Increase participation in fishing in densely populated areas by 3% each year.
- Objective 3. Increase participation in AGFC fishing programs targeted for families by 10% each year.
- Objective 4. Increase the retention rate of license holders by 3% each year.
- Objective 5. Annually reactivate 5% of anglers who lapsed in the past 5 years.



HUNTING GOAL: INCREASE PARTICIPATION IN HUNTING.

- Objective 1. Increase the number of new hunters by 5,000 each year.
- Objective 2. Track and increase hunting participation of youth under the age of 16.
- Objective 3. Retain 80% of hunting license buyers each year.
- Objective 4. Annually reactivate 25% of hunters who lapsed in the past 5 years.
- Objective 5. Increase 1,000 acres for hunter access per year within 50 miles of cities with a population greater than 50,000.
- Objective 6. Maintain the number of active trappers.



Increase participation in fishing.



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Increase participation in hunting.



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Increase participation in recreational shooting.

Increase the number of recreational shooters who purchase hunting and fishing licenses.



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Encourage Arkansans to participate in outdoor recreation.

Increase the number of Arkansans that support hunting, angling, and recreational shooting as conservation tools.

Build ongoing support for Amendment 75, AGFC, and conservation.



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FISHING GOAL: INCREASE PARTICIPATION IN FISHING.

-  **OBJECTIVE 1**
Increase the number of first-time fishing license buyers by 3% each year.
-  **OBJECTIVE 2**
Increase participation in fishing in densely populated areas by 3% each year.
-  **OBJECTIVE 3**
Increase participation in AGFC fishing programs targeted for families by 10% each year.
-  **OBJECTIVE 4**
Increase the retention rate of license holders by 3% each year.
-  **OBJECTIVE 5**
Annually reactivate 5% of anglers who lapsed in the past 5 years.



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STANDARDS TEMPLATE

Content Area: NAME OF CONTENT AREA

Standard: The topical organization of an academic content area.

Prepared Graduates:

- The preschool through twelfth-grade concepts and skills that all students who complete the Colorado education system must master to ensure their success in a postsecondary and workforce setting.

High School and Grade Level Expectations

Concepts and skills students master:

Grade Level Expectation: High Schools: The articulation of the concepts and skills of a standard that indicates a student is making progress toward being a prepared graduate.

Grade Level Expectations: The articulation, at each grade level, the concepts and skills of a standard that indicates a student is making progress toward being ready for high school.

What do students need to know?

Evidence Outcomes

Students can:

Evidence outcomes are the indication that a student is meeting an expectation at the mastery level.

How do we know that a student can do it?

21st Century Skills and Readiness Competencies

Inquiry Questions:

Sample questions intended to promote deeper thinking, reflection and refined understandings precisely related to the grade level expectation.

Relevance and Application:

Examples of how the grade level expectation is applied at home, on the job or in a real-world, relevant context.

Nature of the Discipline:

The characteristics and viewpoint one keeps as a result of mastering the grade level expectation.



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Activity	Fishing, Hunting, Recreational Shooting, or Support & Connect	
Goal 1	Overall Goal Statement: <i>for example, Increase Participation in Fishing</i>	
Objective 1.6	A measurable statement encompassing several related strategies and the actions necessary to accomplish this objective.	
Strategies	What needs to be done?	Target Audiences:
1.6.1.	A strategy to accomplish the objective above (Categories that the strategies fit into)	Lapsed anglers
1.6.2.	Example Strategy: Increase the number of conversions of lapsed anglers to license holders by 5% per year. (Marketing/Communications)	
Actions	To-do list to accomplish above strategies.	Resources needed: (Staff, Equipment, Budget, or Other)
1.6.1.1.	Actions required to get strategy 1.6.1. done. (Lead Division/Program Responsible for the action)	CRM with automated platform
1.6.1.2.	Examples: Conduct an e-mail marketing campaign for lapsed non-resident trout stamp purchasers (Marketing)	Graphic artist
1.6.1.3.	Place ads in border town publications reminding folks to Fish Arkansas. (Marketing)	Writer to create content
1.6.2.1.	Conduct an email marketing campaign for lapsed resident license holders. (Communications)	Purchase and process user data for marketing
1.6.2.2.	Conduct an e-mail marketing campaign for lapsed resident trout stamp purchasers (Communications)	Marketing funds to place ads
Metrics	Year One Metrics: <i>what measurements will tell us if we are on the right track?</i>	Year Five Metrics: <i>how do we measure if we accomplished this objective?</i>
	Things we can measure to determine progress	Things that we track over 5 years or measure at the end of 5 years
	Measurement of lapsed anglers buying a license compared to previous years	We accomplished the objective (whatever the number turns out to be)
Evaluation Questions	<i>What needs to be answered to determine whether our actions and strategies are accomplishing this objective?</i>	
	Did we increase the number of lapsed anglers purchasing a license at the rate we said we would?	
	What actions had the greatest impact on increasing the license sales?	
Internal Connections	Connections with other programs, efforts, and/or R3 strategies (AGFC or External Partners)	
	Lapsed hunter emails	
	Education messaging during programs	

FISHING - 4

FISHING GOAL: INCREASE PARTICIPATION IN FISHING

OBJECTIVE 4: INCREASE THE RETENTION RATE OF LICENSE HOLDERS BY 3% EACH YEAR.

A. Conduct an email and text marketing campaign for resident license holders. (Marketing/Communications)

1. Renewal campaign triggered by 30 day, 15 day, and 7 day prior to license expiration.
2. Vary creative based off season and current products.
3. Increase the number of licenses sold via online platforms. (Marketing/Communication)
4. Offer a multiple year license. (Marketing/Communications, Removing Barrier)
5. Offer an angler combo bundling fishing license with trout permit. (Removing Barriers)
6. Develop clinics to support anglers trying different or more advanced fishing types and techniques. (Education/Outreach)
7. Develop weather-based triggered text, email and social campaigns to promote fishing opportunities. (Marketing/Communication)
8. Create marketing campaigns that are regionally focused to inform anglers of species and locations that are currently productive. (Marketing/Communications)
9. Improve the format of the fishing report to contain more useful information for anglers. (Marketing/Communications)
10. Leverage call center to upsell licenses.
11. Offer a text-based campaign that helps anglers find methods for success. (Marketing/Communications)
 - a. Fishing Report
 - b. Alerts
 - c. Fishing Structures
 - d. In-house competition for license sales

B. Increase the retention rate of non-resident license holders by 3% each year.

1. Execute direct and digital marketing campaigns targeting non-resident trip license holders in the last five years that is variable for trout and warm-water fishing and feature tourism destinations in Arkansas near good fisheries. (Marketing/Communications)
2. Increase the number of licenses sold via online platforms. (Marketing/Communication)
3. Partner with State Parks to sell fishing licenses. (Administration)
4. Partner with Tourism to develop fishing-related promotions for out-of-state advertising. (Administration)

TARGET AUDIENCES:

CURRENT RESIDENT AND NON-RESIDENT LICENSE HOLDERS.

RESOURCES REQUIRED

STAFF:
Marketing
Graphic artist
Communications
Licensing
IT
Education
Fisheries
Legal
AGFC
R3 Coordinator

EQUIPMENT:
CRM
Automated marketing platform
Text platform
Evaluation tool
Classroom equipment
Automated email tool
Incentives for contributors
call center contract
Text-capable tool
Incentive

BUDGET:
Media

OTHER:
License tool
Partnership with
Arkansas Tourism groups



METRICS YEAR 1:

- The number of anglers that purchased a fishing license in both FY20 and FY21.
- Implementation of multi-year license.

METRICS YEAR 5:

- Reduction in the five year churn rate from 50% to 38%.
- The number of fishing license holders enrolled in auto-renew.
- The number of anglers who hold a multi year license.

EVALUATION QUESTIONS:

- Did we meet the objective? If not, how do we adapt for the following year? If so, do we consider increasing the objective?
- Which strategies and/or actions did we meet, exceed, or not meet? What are the specific changes that we need to make to adapt for year 2?
- What actions had the greatest impact on first time fishing licenses sales?
- What method did they use to purchase?
- When did they purchase it?
- What are the demographics of the anglers who were retained?
- Did we see any areas that were surprising or informative?



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IMPLEMENTATION

July 2020 - June 2021 YR 1

F.1.1.1.1. Multi skills stations

F.1.1.1.2. online registration built

F.1.1.1.3. Maintain trend data on license buyers

F.1.1.1.4. 50 beginner fishing seminars

F.1.1.1.6. Materials for potential anglers

F.1.1.6.2. Tackle loaner expansion cont.

F.1.1.7.1. Public fishing location map on website

F.1.2.4.5. Health breaks for fishing

F.1.2.1.2. Summarize the current license data base (see strategy)

F.1.2.2.7. Inform college students of fishing opps in close prox. to campus

F.1.2.3.4. Promote future events @ FCFP events

F.1.2.3.6. Staff expert for events - event plans

F.1.4.1.6. Weather-based triggered text email/social campaigns

F.1.3.1.3. Adults fishing too @ Kids events

F.1.3.2.1. Play to promote stocked locations

F.1.5.1.1. Events for lapsed anglers

F.1.5.1.2. Marketing for lapsed anglers

F.1.3.3.6. Market plan for free public events

F.1.1.4.1. Promote FCFP to current license buyers

F.1.5.2.3. Churn - lapsed angler marketing

F.1.5.2.2. Data sharing w/ DFA - contact info

F.1.3.3.5. Attract new groups to most derbies

RS.1.1.1.5. Shooting ranges list

RS.1.1.2.1. Radio/TV station to range for events

RS.1.1.3.1. Include info on shooting practice into HE.

RS.1.3.1.1. Loaner firearms

RS.1.4.2.1. T-BOW shooting opportunities

H.1.5.2.3. Work w/ NGOs on long-term Cons. easement

H.1.1.2.5. Create add. access to shooting ranges

RS.1.1.4.2. Annual survey of range customers - needs/wants

RS.1.2.1.1. Survey customers at range to see what hours it should be open

RS.1.4.1.1. Increase recruitment of schools in densely pop. areas into AYSSP/ANASP

C.1.1.1.2. Outreach strategy for employee diversity

C.1.1.1.1. Photo/video database w/ diversity

C.1.1.1.4. Diversity / Inclusion training for staff

C.1.1.2.1. Eval prog. to find links to other outdoor activities

C.1.1.2.2. Build prog. ops geared to non-consumptive recreationists (ie. fishing for kayakers)

C.1.1.3.2. WMA - interop signs w/ viewing/hunting/angling connections

C.1.1.3.3. Videos to show WL viewing opps at WMAs

C.1.1.3.4. Build internal support across divisions for using WMAs

C.1.2.3.1. Expand

C.1.3. High school/colleges create outdoor rec classes

C.2.1.1.1. Campaign for cons. group members to buy licenses for conservation

C.2.1.3.1. Consistent messaging w/in all programs

C.2.1.1.1. Hunting/angling messages + infographics for non-sporting public

C.2.2.2.2. Present role in cons. to sportsmen groups

C.2.2.2.2. Booths w/ cons. messages

C.2.4.4.1. Mentoring/Hunting heritage campaign

C.2.3.1.1.4 ID target marketing for priority messaging

C.3.1.1.1/2 Outdoor resource guide - incl. AFPC

C.3.2.1.1.3 Amendment 75 survey messaging

C.3.2.2.1.-2 Celebrate 25th Ann. of Am. 75th 2021

C.3.2.3.1. Rebrand Amend 75+ unveil @ 25th Anniv.

H.1.1.2.1. Conduct research to understand barriers

H.1.1.2.4. Interactive app for hunting

H.1.1.3.1. Videos on how to find hunting gear

H.1.1.3.2. Videos - basic needs of a successful

H.1.1.4.1. Work w/ industry to promote hunting

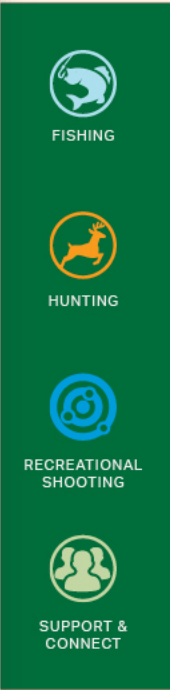
H.1.1.5.1. Track part. in SS program license buying

H.1.5.2. Booths @ AYSSP/ANASP tournaments - hunting opps.

H.1.2.2.2. All hunters, all ages to have a CID#

H.1.4.1.1./2 Survey lapsed hunters + use results to market to them

H.1.5.2.1. ↑ hunting on State Parks



5 YEAR ACTION PLAN

With 25 Objectives broken down into 247 recommended actions to take over the next five years, the writing team spent some time working to logically lay out what has to happen when.

The inspiring part of the overall planning process that occurred between April 2019 and February 2020, is that the R3 Action Plan team did not wait for this plan to be completed to start taking action. There are 55 actions contained in this plan that are already in progress or will be by the end of Fiscal Year 2020 (July 2019-June 2020). Many of the already happening actions provide the necessary building blocks to making progress on the rest of the plan.

Year One, Fiscal Year 2021 (July 2020 - June 2021) will require that Divisions plan to purposefully spend time and money on accomplishing these tasks. If we are to succeed in this endeavor, we will have to work on purposefully implementing these actions that the team believes will contribute to accomplishing our overall plan purpose of passing on the traditions of hunting, fishing, shooting, and wildlife and outdoor recreation to future generations.

Throughout the planning process, we have designed this document to be flexible and responsive to new opportunities and new insights as we do a better job of purposefully seeking out ways to better coordinate and connect with our constituents. The following schedule of actions will change as the R3 Action Team adapts and learns more about what does, and what does not, have the greatest impact on accomplishing our goals and objectives outlined in the plan.



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January 2020:

- R3 Action Plan approved by the Directorate

February 2020:

- Present R3 Action Plan to Commission

By June 2020:

- Establish an R3 Implementation Team
- Directorate and R3 Coordinator/team review implementation timelines and assignments by division with chiefs.

By June 2021:

- Staff work with supervisors and social science team to draft an evaluation tool for tracking effort and output unique to each R3 Action.

Annually during budget and planning:

- Chiefs establish a divisional implementation plan that includes R3 Action assignments with priorities, required resources, stages for implementation and evaluation.

July 2020-June 2025:

- Supervisors incorporate R3 Action assignments into performance evaluation.
- R3 Coordinator to work with staff to establish observation and evaluation metrics for the agency's quarterly R3 Report.



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IMPLEMENTATION TEAM

STEERING COMMITTEE

PURPOSE:

Provide oversight, support, and resources for the implementation of the R3 Plan.

Members:

- Chris Colclasure, Administration
- Chris Racey, Administration
- Roger Mangham, Administration
- Tabbi Kinion, Education
- Ben Batten, Fisheries
- Spencer Griffith, Communications
- Hollie Sanders, Education



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IMPLEMENTATION TEAM

ACTIVITY ACTION TEAMS

PURPOSE:

These work groups are tasked with communicating with staff across the agency to implement the R3 action plan.

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Team Leads:

- JJ Gladden, Education

Members:

- Clinton Coleman, Fisheries
- Joseph Kaiser, Fisheries
- Danielle Simmons, Education
- Nico Juncos, IT
- Sarah Baxter, Fisheries

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Team Leads:

- Ralph Meeker, Wildlife
- Wil Hafner, Education

Members:

- Randi Prater, Fiscal
- Lea White, Education
- Audrey Bush, Enforcement
- Chuck Long, Education
- Clint Johnson, Wildlife

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Team Lead:

- Grant Tomlin, Education

Members:

- Bill Haynes, Education
- Trent Whitehead, Enforcement
- Jimmy Self, Education
- Nick Adams, Education
- Lori Monday, Education

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Team Lead:

- Kirsten Bartlow, Communications

Members:

- Eric Maynard, Education
- Chanel Pennington, Education
- Cody Massery, GIS
- Rick Fields, Enforcement
- Casey Hardaway, Education



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TEAM MEMBER EXPECTATIONS

COMMITMENT:

- One year commitment – option to keep going or roll off
- Quarterly (minimum) team meetings and activities
- Share leadership for R3 across the agency

YOUR JOB IS TO:

- Use the deliverables list and tracking documents provided to monitor progress.
- Champion and Advocate for R3 in the agency.
- Communicate agency-wide to incorporate R3 Actions.
- Submit progress reports to the Steering Committee.
- Provide oversight, support, and resources for the implementation.



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DELIVERABLES TO STEERING COMMITTEE

BY OCTOBER 1, 2020 PROVIDE:

- An updated schedule of actions including:
 - Completed actions
 - Actions in progress
 - Actions that will happen during the current fiscal year
- Staff members and division responsible for implementing the current year actions.
- Actions that have been completed and the outcomes.
- Actions that are road-blocked and what needs to happen in order to be move.
- Other R3 actions that have happened that may not be in the R3 plan.



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AGFC R3 Action Plan Tracker

Fishing

GOAL Increase participation in fishing.

Objective 1: Increase the number of first time fishing license buyers by 3% each year.

A. Increase the number of participants that go through multi-contact programs.

1. Increase events that provide multiple fishing skills stations.
2. Use online registration system to connect participants to other AGFC offerings.
3. Use Education and Fisheries staff to provide multi-day fish camps throughout the state.
4. Diversify demographic targets of participants to include more young adults.
5. Host a minimum of 50 beginner fishing seminars/clinics across the state. Connect participants in these events to other fishing opportunities provided by AGFC or partners.
6. Expand frequency and variety of fishing programs offered at nature and conservation education centers.
7. Establish an online fishing skills library using existing and new content.

B. Increase the number of licenses sold via online platforms.

1. Incorporate mobile license kits into ARE trailers to sell licenses and promote nearby events.
2. Incorporate license promotions and instructions into state parks.
3. Track participants' license-buying habits for the current year and three-year post-seminar/clinic.
4. Gather user contact information to promote fishing.
5. Offer fishing packages that include fishing license and trout permit.

C. Target customers who are already purchasing a hunting license but do not currently



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Fishing ▾

Hunting

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AGENCY-WIDE R3 TRAINING JUNE 2020

- 1. Why is this important to AGFC?**
- 2. Recruitment, Retention, and Reactivation (R3) basics**
- 3. AGFC R3 Plan**
- 4. Implementation Teams Introduced**



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All Staff Expectations:

- Read the [AGFC R3 Plan](#) – incorporate it into your performance planning
- Be proactive about taking the actions in the plan
- Buy a hunting and fishing license every year
- Talk to you colleagues about how we can all pitch in
- Own the increases and decreases – it's on us to create change



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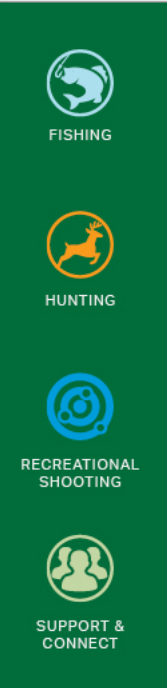
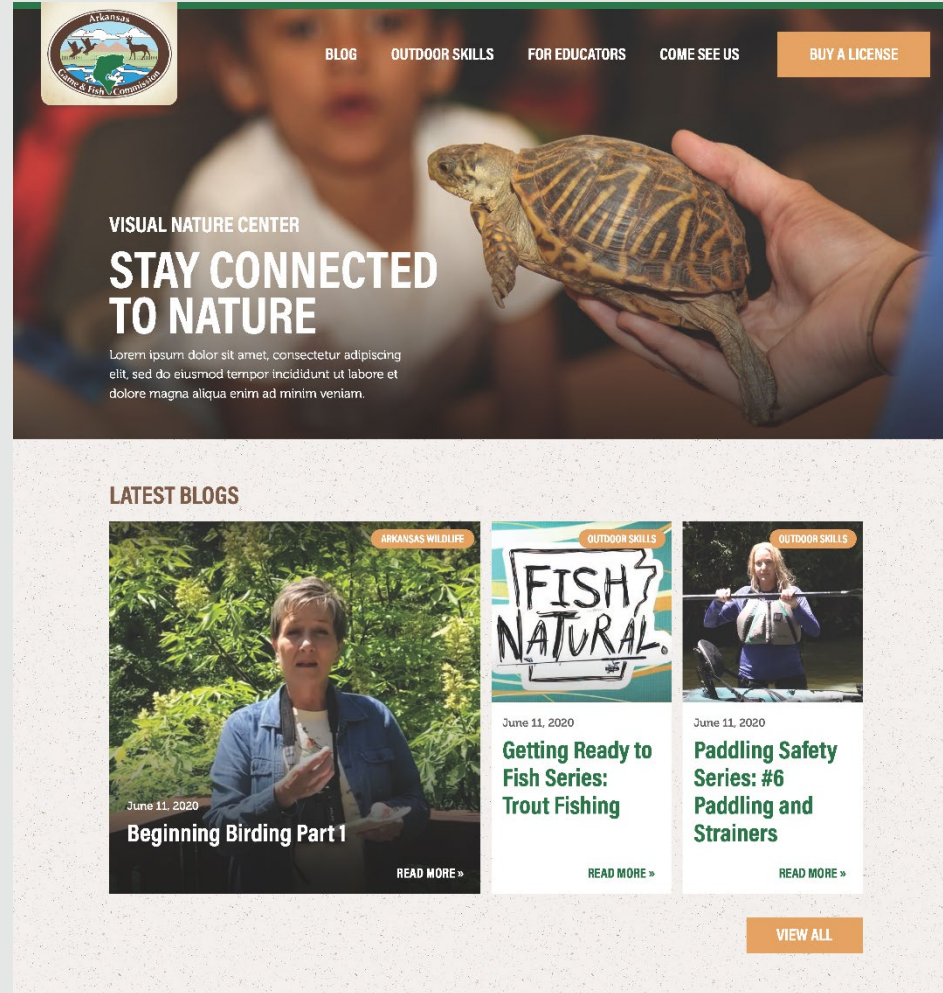
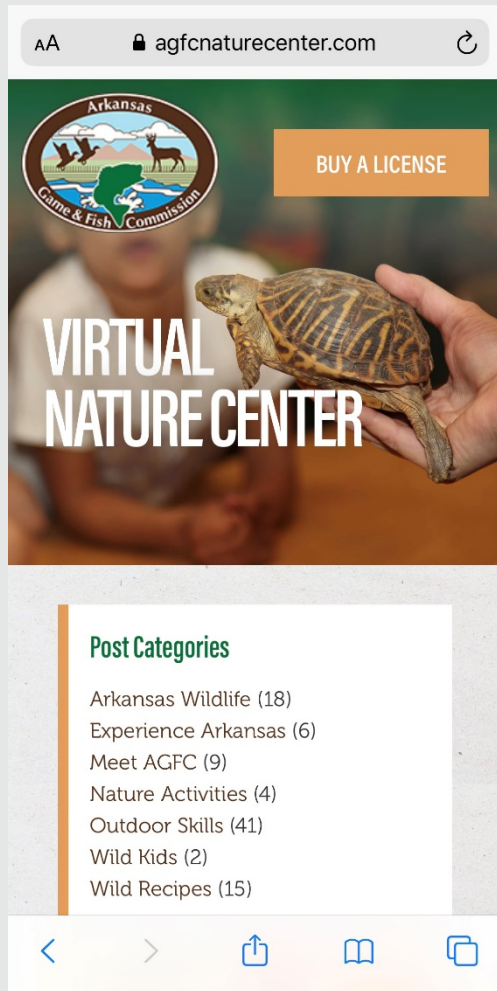


EARLY R3 WINS





www.agfcnaturecenter.com





LESSONS LEARNED



ARKANSAS RECRUITMENT, RETENTION AND REACTIVATION ACTION PLAN

THE FUTURE OF CONSERVATION AND OUTDOOR RECREATION IN ARKANSAS

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Education Division Chief
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