



**RBFF STATE
MARKETING
WORKSHOP**

STATE AGENCY INSIGHTS INTO R3 PLANNING: VERSION 2.0

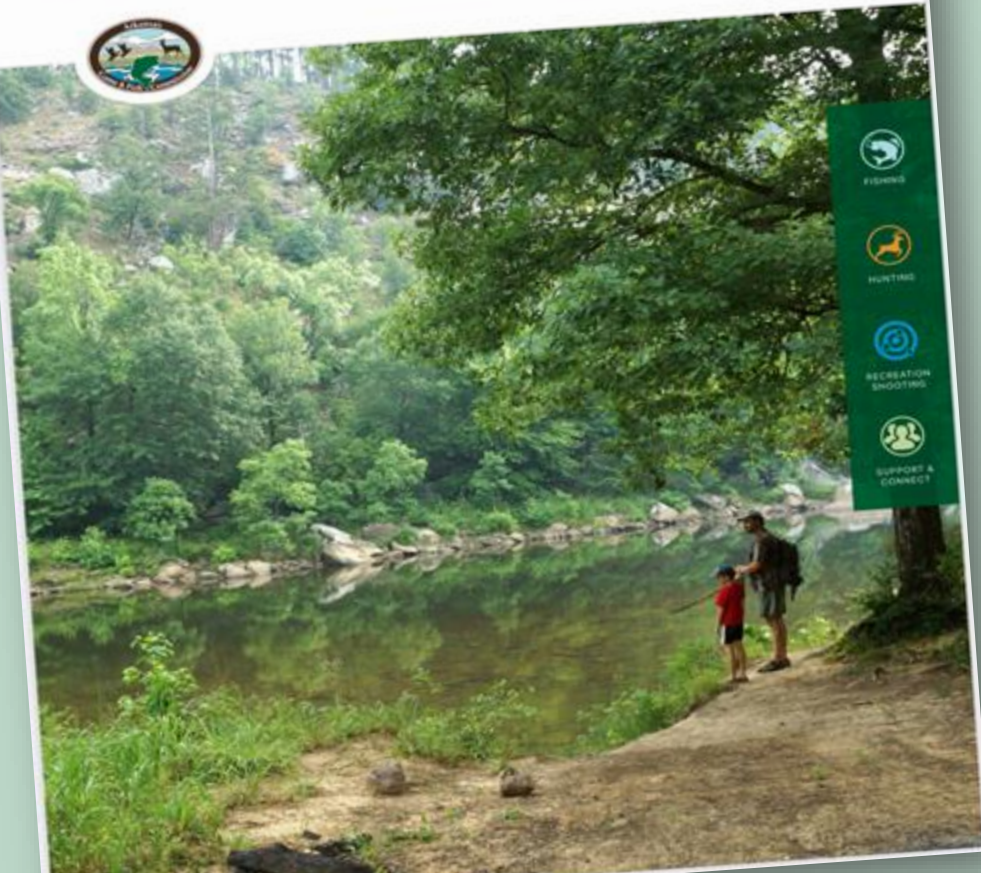
Stephanie Hussey
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THE FUTURE OF CONSERVATION AND OUTDOOR RECREATION IN ARKANSAS

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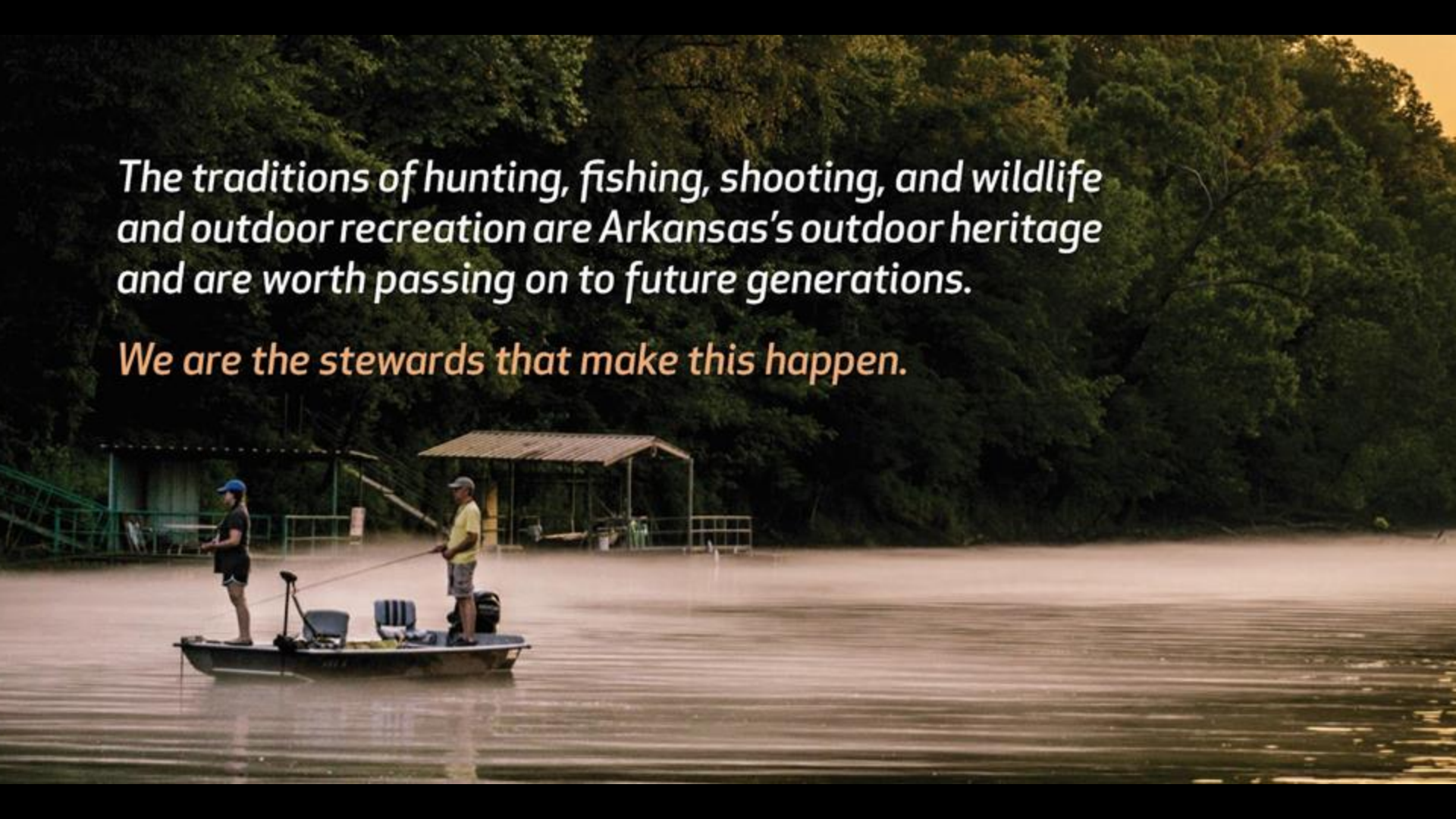
**THE FUTURE OF CONSERVATION
AND OUTDOOR RECREATION IN ARKANSAS**
Arkansas Recruitment, Retention and Reactivation Action Plan



2020 R3 Plan
www.agfc.com/r3

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.





Increase participation in fishing.



FISHING



HUNTING



RECREATIONAL
SHOOTING



SUPPORT &
CONNECT



Increase participation in hunting.



FISHING



HUNTING



RECREATIONAL
SHOOTING



SUPPORT &
CONNECT



Increase participation in recreational shooting.



FISHING



HUNTING



RECREATIONAL
SHOOTING



SUPPORT &
CONNECT



Create public support for and interest in the work of the AGFC while encouraging outdoor recreation.



FISHING



HUNTING



RECREATIONAL
SHOOTING



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Implementation Teams



THE FUTURE OF CONSERVATION AND OUTDOOR RECREATION IN ARKANSAS

Recruitment, Retention and Reactivation Action Plan FY 23 Implementation Team

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.

STEERING COMMITTEE

Members:

- Chris Racey, Administration
- Spencer Griffith, Administration
- Tabbi Kinion, Education
- Ben Batten, Administration
- Lauren Weston, Communications
- Jessica Feltz, Research
- Hollie Sanders, Education

Purpose:

This Steering Committee provides oversight, support, and resources for the ongoing implementation of the R3 Action Plan.

This team meets with action team leads quarterly to:

- Be updated on the progress made by each of the implementation teams.
- Provide continuing direction based on the evaluation outcomes from each team.
- Update Chiefs, Director, and Commissioners on R3 progress.
- Approve changes and updates to the working R3 plan.

ACTIVITY ACTION TEAMS

These teams meet regularly to:

- Create task assignments from the actions listed in their activity area. These assignments will be broken out by year and division.
- Communicate who is responsible for implementing each action.
- Ensure that actions are incorporated into work plans.
- Identify challenges and barriers and bring solutions, changes, and needs to the Steering Committee.
- Provide quarterly reporting to the steering committee.
- Gather success stories to share.
- Manage and coordinate evaluation activities.

Purpose:

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



FISHING

Team Leads:

- JJ Gladden, Education

Members:

- Clinton Coleman, Fisheries
- Joseph Kaiser, Fisheries
- Danielle Simmons, Education
- David Little, Fisheries
- Rebekah Antoun, Administration



HUNTING

Team Leads:

- Will Hafner, Education

Members:

- Randi Prater, Fiscal
- Lea White, Education
- Trenton Powell, Education
- Ralph Meeker, Wildlife
- TBD Team Member



RECREATIONAL SHOOTING

Team Lead:

- Jimmy Self, Education

Members:

- Bill Haynes, Education
- Grant Tomlin, Education
- Nick Adams, Education
- Karen Westcamp-Johnson, Education
- Curtis Gray, Education
- Katrina Johnson, Fiscal



SUPPORT & CONNECT

Team Lead:

- Eric Maynard, Education

Members:

- Maurice Jackson, Fisheries
- Marisol Alcaez, Education
- Kimberly Sparks, Research
- Rick Fields, Enforcement
- Casey Hardaway, Education
- Nykki Allred, Human Resources
- Kirsten Bartlow, Communications



What do we measure to determine if R3 efforts are successful?



RECREATIONAL
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FOUNDATION

DJCase
& associates





2023 Revision Tasks

1. Revise actions and remove completed or ongoing tasks

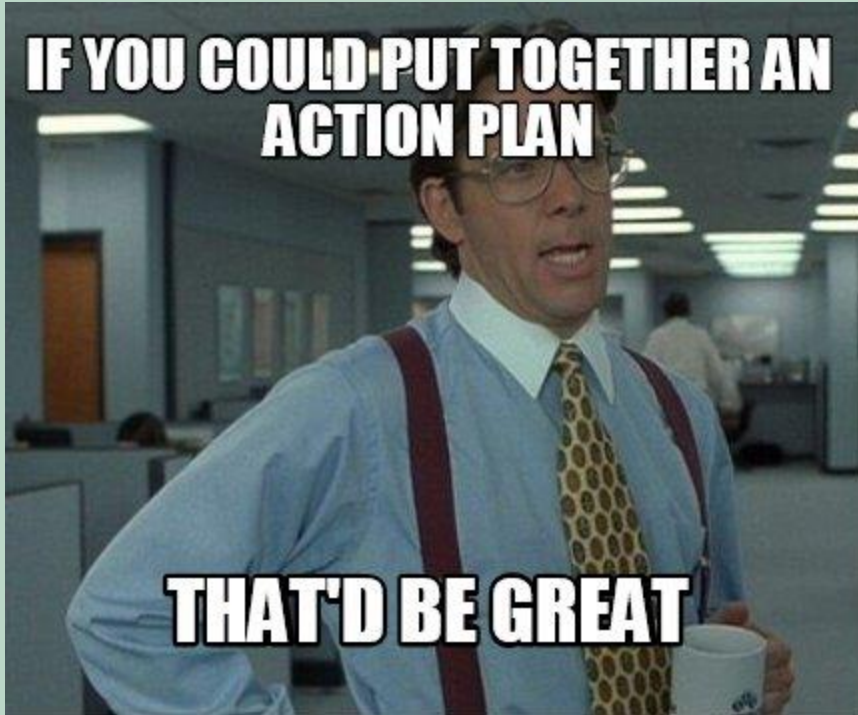
1. Separate into Tiers 1-3 considering 

1. Answer the questions





The Key Questions



1. Target Audience
2. Sequence of Steps
3. Realistic Timeline
4. Outcomes
5. Outputs
6. Staff Lead



2020 Plan

Activity → Goals → Objectives → Strategies → Actions

2023 Plan

Audience Steps Timeline Outputs Outcomes Who



Fishing Action Plan 2023





R3 PLAN PILLAR 1 - FISHING

GOAL: Increase participation in fishing.

Strategy	Actions	PRIORITY		AUDIENCE		SEQUENCE OF STEPS	REALISTIC TIMELINE	METRICS		RESPONSIBLE PARTIES	
		1	2	Target	Secondary			WHEN Initiated and WHEN Implemented	Outputs	Outcomes	Lead
Objective 1: Increase the number of first time fishing license buyers by 1% each year.											
A. Increase the number of participants that go through multi-contact classes and events.											
1	Connect event participants to other fishing opportunities provided by AGFC or partners.	X		Event Participants		1. Collect contact information from event participants. 2. Market future event opportunities to them along with license sale banner/table. 3. Monitoring event participation increases	In person promotion is immediate, marketing & tracking would be after new licensing system created (Spring 2023)	multi event participants, conversion rate	license purchases	Assistant Chief of Marketing	
2	Use online registration system to connect participants to other AGFC offerings.		X	Previous Online Registrants	Participants who have never purchased a Fishing License online	1. Identify fishing event participants who don't hold a license. 2. Promote other fishing events to identified group 3. Track registration rate of group 4. Track conversion rate.	After new system in place (NOT EVERYTHING HAPPENS ON THE DAY THIS SYSTEM LAUNCHES - PICK SOMETIME IN THE 5 YEAR SCOPE OF THE PLAN)	multi event participants, conversion rate	license purchases	Assistant Chief of Marketing	
B. Increase the number of licenses sold via online platforms.											
1	Incorporate mobile license kits into large event protocol to sell licenses and promote nearby events or opportunities.	X		Large event attendees that have not bought a license		1. Identify large events and define large event 2. Staff at event (possible training) 3. Distribute materials, monitor & track usage	March 2023 (The Big Catch will be trial)	tracking data from qr codes, uptake of licensing kits	License sales increase for first time license buyers at locations.	Assistant Chief of Marketing	Assistant Chief of Fishing Education
2	Incorporate license promotions and instructions into state parks.	X		State park attendees that don't currently participate in fishing and/or have a license		1. Identify state parks that we want to have signage at 2. Create promotional materials and distribute 3. Monitor & track usage/purchases	After new system in place	tracking data from qr codes, uptake of licensing kits	License sales increase for first time license buyers at park locations.	Assistant Chief of Marketing	Assistant Chief of Fishing Education
3	Offer fishing packages that include fishing license and trout permit.	X		Potential fishing license purchasers		1. Establish the package 2. Develop ad campaign 3. Promote, sell, and track sales	After new system in place	combo package, ad campaign	Increased Fishing License sales, increased Trout permit sales	Assistant Chief of Marketing	
C. Target market to participants in other outdoor activities.											
1	Use licensing system to upsell a fishing license with hunting license purchase.	X		Hunters who don't have an active fishing license		1. trigger in online sale 2. identify hunters that don't fish 3. develop ad campaign/talking points 4. promote 5. sell	After new system in place	talking points, ad campaign, upsell prompt	Increased number of hunters who also hold a fishing license	Assistant Chief of Marketing	
2	Identify locations and implement a signage campaign that will direct outdoor participants to license purchase.		X	Outdoor participants who do not have a fishing license but are interested in learning to fish.	Outdoor participants who are interested in supporting conservation	1. Identify high traffic outdoor recreation locations 2. Obtain permission from owner/ manager 3. Develop creative, deploy signs, and QR code to license website	Identification would probably take a couple of months (listing sites for messaging), creative production probably a month (design and printing), distribution would be on the fisheries districts, probably over the course of a month? (WHEN IN THE NEXT 5 YEARS WOULD YOU TAKE THESE STEPS?)	Signage, QR tracking of clicks, Geo tracking, conversion rate	Increased number of outdoor participants who buy a fishing license for the first time	Assistant Chief of Marketing	
D. Create materials that help remove barriers to fishing.											



Recommendations

- 1. Leadership buy-in and participation**
- 2. Engaging folks across the agency is helpful - HR, Fiscal, Enforcement, Fisheries, Wildlife, and Outreach Staff**
- 3. Create template for working groups**
- 4. Set standard (timeline!)**
- 5. Simplify and do one thing at a time**
- 6. Day-to-day activities don't belong (anymore)**



ARKANSAS RECRUITMENT, RETENTION AND REACTIVATION ACTION PLAN

THE FUTURE OF CONSERVATION AND OUTDOOR RECREATION IN ARKANSAS

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FISHING



HUNTING



RECREATIONAL
SHOOTING



SUPPORT &
CONNECT

A woman in a red life vest and a man in a blue shirt and red life vest are kayaking on a lake. They are both smiling and holding yellow paddles. The background is a bright, overcast sky.

State Agency Insights into R3 Planning: Version 2.0

Megan Wisecup

Education, Outreach and Marketing Section Supervisor
Iowa Department of Natural Resources

Iowa's R3 Journey

2015 - Laying the Groundwork

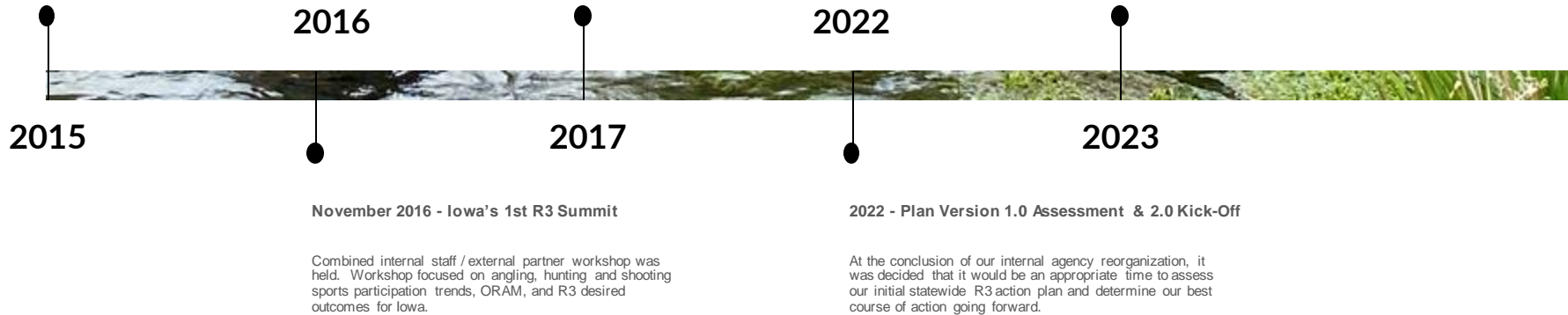
Year of education. Providing presentations to internal and external stakeholder groups on what R3 is and why they should care.

November 2017 - Plan Version 1.0 Rollout

The ultimate goal, process and products of this statewide R3 action plan was achieved through community consensus.

October 2023 - Plan Version 2.0 Rollout

Our goal is to have our new reiteration of the Iowa R3 Action Plan completed by fall so it can be rolled out at our annual team retreat in October. Then cross-divisional implementation can begin in 2024.



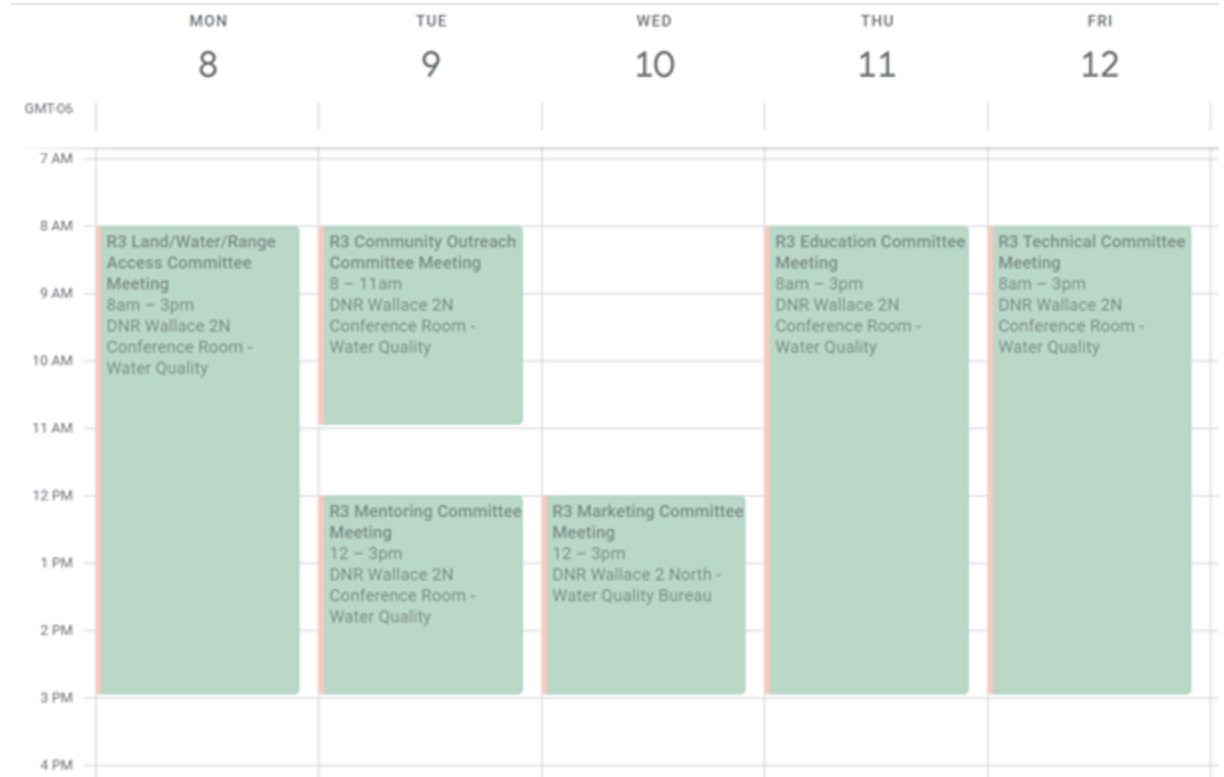
What in the “BLEEP” is R3?

- The “What”
- The “Why”
- The “How”
- Current R3 Efforts



A Facilitated Approach to Iowa R3

- Six committees were formed made up of internal staff and external partners.
- In-house facilitators were brought in to guide the conversation and complete group exercises.
- TOWS Analysis was completed by each committee. Strategies were developed. Small group exercises took place to layout actions, tasks, who will be responsible, metrics for success, resources available, resources needed, barriers and who should be engaged.



Iowa's Plan Version 1.0



1. **Improve Partnerships Among Agencies, Organizations and Industry** to Collaboratively and Effectively Implement R3 Efforts
2. **Improve Agency and Organizational Capacity** to Design, Implement and Evaluate Outcome Driven R3 Efforts
3. **Increase Access and Opportunity** for Outdoor Recreation in Iowa
4. **Educate, Train and Equip Partners** with the Necessary Tools to Enhance R3 Efforts
5. **Increase Customer Engagement and Satisfaction** Through Improved Customer Management Practices and Services
6. **Communicate Value of Outdoor Recreation** to Expand Agency and Organization Relevance

The World Came to a Halt, But...That Didn't Stop Us!



Iowa's Internal Agency Restructure - The Birth of COM

A new bureau was born -
Communications, Outreach and
Marketing



A new section was forged -
Education, Outreach and Marketing



R3 was elevated & became cross-
divisional



Iowa's Plan Version 2.0 - Time to Strike

- Iowa's original R3 Action Plan was over five years old.
- Key education, outreach, communications and marketing staff are now together under one bureau.
- A supervisor now leads internal R3 Team.
- A proven and supported mechanism is now in place for cross-divisional implementation.
- We have interested and supportive top leadership.



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Iowa's Plan Version 1.0 Assessment

- Original plan was such a massive, detailed document that this was the first time it was read in its entirety since originally developed.
- Need for better packaging/re-organization of several strategies and actions.
- Some strategies and actions just didn't work.
- We could only control, what we could control.
- Lack of staff time / leadership priorities hindered progress in some areas of the plan.
- Staff involved in original plan appreciated the thorough assessment and felt their work was valued.



Priority / Focus Areas

- Redefine our primary target audiences
 - Women 25 to 50
 - Latino - Family Based
 - Urban
 - Retention Audiences - Statewide
- Partnerships
 - Internal
 - External
- Expand the use of County Conservation Park and Recreation Areas, DNR State Parks and Recreation Areas, Federal Lands & Refuges to increase outdoor recreation opportunities
- Maximize marketing resources to promote opportunities to participate in various outdoor recreation activities
- Assess the usability of the Iowa DNR website and social media channels
- Clearly communicate the importance and value of increasing participation in outdoor recreation activities

The “Onion” Approach

- Internal Plan vs Community Plan
- Strategic Action Plan - i.e. Google Sheet that will list out all of the realistic goals, objectives, strategies, actions, priorities, metrics, steps, timelines and persons responsible. Will be reviewed regularly and progress updated.
- Implementation Guidance Documents - Teases out only the relevant components for a particular bureau, section or team that they are responsible for carrying out.
- Leadership Executive Summary - One pager that highlights the overall goals and section priorities.
- All goals will have stronger statements utilizing words like improve, increase, and define further.
- Metrics will be tighter and include both midterm and ultimate outcomes.



Cross-Divisional Strategic Deployment Teams

Will be utilizing the existing cross-divisional strategic deployment team structure to help drive implementation for key agency-wide R3 priorities.

Teams are made up of representatives from wildlife, fisheries, parks, forestry, law enforcement, lands & waters, legal, human resources, budget and finance, education, outreach and marketing.

CRD Strategic Deployment 2022-2023
VISION Leading trends in caring for our natural resources.

MISSION To protect and enhance our natural resources in cooperation with individuals and organizations to improve the quality of life in Iowa and ensure a legacy for future generations.

CRD PURPOSE STATEMENT Our purpose is to manage healthy ecosystems in order to working sustained balancing opportunities for recreational pursuits, which supports communities and individual's health and wellbeing, with the needs of the resource.

Recreation Perspectives

Resource Perspective	Resource Perspective	People & Process Perspective
<p>OUTCOME</p> <p>Protect the Resource</p> <p>Connect People to the Outdoors</p> <p>Business Goals</p> <ul style="list-style-type: none"> Outdoor Recreation pursuits have increased and changed. Do our existing areas across the state, both formally listed and informally existing, meet the demand or have we missed opportunities? To meet the demands for recreational use we need to determine what sites are in need of immediate repair or maintenance as well as where gaps exist. The sites need to consider opportunities for new use, sporting or changing use and considerations for safety and accessibility. Every resource or recreational location is assessed by looking through the lenses of ecological, social and economic conditions. Current forecasts accounting our CRD purpose, in order to have the most efficient operation there exists collaboration between all public land managers. <p>STRATEGIC OBJECTIVE</p> <ol style="list-style-type: none"> Identify existing sites and gaps for recreational opportunities Strengthen public access Delivery of high quality resources creates high quality experiences for those we serve 	<p>OUTCOME</p> <p>Healthy Functioning Ecosystems</p> <p>Sustainable Systems</p> <p>Business Goals</p> <ul style="list-style-type: none"> Ensures our forested areas improve productivity and are sustainable creating a healthy ecosystem that supports our wildlife populations, protects our soils, aids in cleaner water or creates opportunities for outdoor recreation. In Chapter 61 of the Iowa Administrative Code, the state's water quality standards ensure that all streams have sufficient waters that are adequate and appropriate to the listed select, practicable and water resources that are tied to that need beneficial use. Many of the practices found in the Iowa Wildlife Action Plan and Streamwater Compliance - Outdoor Recreation Plan are related to quality water resources in the state and how we manage and protect them. <p>STRATEGIC OBJECTIVE</p> <ol style="list-style-type: none"> Broader based management planning across all sites Undertake an approach to improve water resources by integrating management efforts across the stream. 	<p>OUTCOME</p> <p>Using Science and Collective Knowledge to Guide Decision Making</p> <p>Business Goals</p> <ul style="list-style-type: none"> Ensuring communication channels across bureaus at all levels can generate opportunity for strong teamwork, training and cross bureau collaborative projects. With changing demographics, seasonal conditions, and outdoor recreation pursuits there are opportunities to engage with our traditional partners in different ways when seeking out and bringing in new partners that can open doors to opportunities that challenge assumptions and talent I have previously considered. According to the Bureau of Labor Statistics, job growth in natural resource management has to be projected to grow by 7% (2020-2030) as a result of current employees transferring to other occupations (the great resignation) but most significantly due to interest exiting the labor force. There are many opportunities and opportunities legally and financially at all levels (seasonal and full-time) recruitment and retention creating the next career lane for the Department. The Division has a responsibility to actively work towards achieving compliance for OSHA, State Law and Pesticide Use. There is also the responsibility to protect employees from harm, including provisions for training, safety skills, and the opportunity for clean and safe work environments. <p>STRATEGIC OBJECTIVE</p> <ol style="list-style-type: none"> Cultivate strong workplace relationships/communication channels Recreate partnerships to obtain cooperation Continuing essential people to essential roles

	FY23 Action	Example	CRD
Recreation Perspective	<p>CONTINUOUS IMPROVEMENT PRIORITY</p> <p>Decks and Dock Management Area - meet the dock projects management event that created updated the full dock operating system and process. This improvement project will also look at Dock Management Area administered by the IHD Bureau for all bureaus.</p>	<p>Key Results</p> <ul style="list-style-type: none"> Identify and examine current systems and issues Decks and Docks move into the same process/systems Reduce dock administration time for all levels of staffing Improve customer service and outdoor accountability to the process 	<p>Cross-Divisional Team</p> <p>Wendy Sandoz, Greg Hanson, Ben Bergman, Holly Lutz, Josh Young, Josh Hinkle (Parks), Logan Swanson, Seth Moore (L&W)</p>
	<p>CONTINUOUS IMPROVEMENT PRIORITY</p> <p>Standardized Database for CRD Infrastructure Maintenance - This is a new improvement project to look at the different ways each bureau is capturing the data for maintenance needs in heterogeneous databases.</p>	<ul style="list-style-type: none"> Determine efficiencies in capturing data and standardize the process Require access for the database for use by Bureau and Caps teams as they provide funding or plan for future funding needs. 	<p>Marisa Thomas (Wildlife), Jeff Kuznetsov (Fisheries), Jeff Downing & Chad Mathews (Parks, L&W), Meyer Whiting (COM), Patrick Griffin (Forestry)</p>
Resource Perspective	<p>Implement Forest Management on public lands in Iowa - This is a Phase 1 team from the 2021-2022 Strategic Deployment plan. This team will look for resources and look towards water implementation.</p>	<ul style="list-style-type: none"> Analyze projects across the Division for planning, execution, update and create the next FY implementation plan. 	<p>Jeff Givens, Tom Lichten, Jim Jensen, John Keenan, Greg Heisterink, John Byrd</p>
	<p>Explore the viability of creating an Aquatic Management Area Program to conserve and protect critical alternative stream, lake and stream habitats including adjacent lands critical for fish & wildlife resources that assist in improving lower water resources.</p>	<ul style="list-style-type: none"> Outline for program structure and process for collaboration between bureaus to and of final plan Identify of needs priority water priority projects for AAH identified 	<p>Carl Kummerow (Wildlife), Mike Shuck, Paul Steyer (Fisheries), Tom Huggenban (L&W), Dale DeWaters (Parks), Ben Sorenson (L&W)</p>
People and Process Perspective	<p>Develop a training program to grow employees at all levels (seasonal and full-time), preparing them for required job responsibilities while providing opportunities for growth and enhanced capacity.</p>	<ul style="list-style-type: none"> Launch micro-credentials for learning on natural resources, recreation, water, and outdoor Create a mentor program (300 mentees) 	<p>Kelly Patten & Ryan Hart (Fisheries), Jason Eastman (Wildlife), Michelle Schaefer (Parks), Ryan Rasmussen (Parks), Matt Freely (Forestry), Tom Bruner (L&W)</p>
	<p>Improve workplace safety and compliance through delivery of an efficient and dynamic set of standardized tools and resources that cultivate alternative results.</p>	<ul style="list-style-type: none"> Automate standards for compliance resources/tools identified and prioritized by end of FY Developed organizational resources to inform staff of resources both old and new to use them Determine a training system for use of wilderness guides including evaluation gather education on access of access Determine a process for evaluating field safety projects and budget planning 	<p>Heath Van Wagon (Wildlife), Eric Bailey (Fisheries), Devin Hanson & Jason Klose (L&W), Zach Housh (Parks), Dakota Dean (L&W)</p>
	<p>Evaluate opportunities and plan for enhanced communication and collaboration with partners in order to engage with non-traditional groups that share our purpose or are an avenue for recreational users who could benefit engage with our resources. This is a phase 1 team from the 2021-2022 Strategic Deployment plan. They will collect industry data from partners and partner partners to determine the most effective avenue for communication/collaboration.</p>	<ul style="list-style-type: none"> Conduct outreach to current groups and associated CRD resources/field Create a plan/strategy both that need to be developed or expanded for improving partnerships by improving partnerships by FY23 close 	<p>Neil Huggenban (Lands & Waters), Jessica Wernick (Parks), Meyer Whiting (COM), Stephanie Shuckard (Wildlife), Tyler Lutz (Forestry), Matt Bruner (L&W)</p>
	<p>Create a plan that lays out a course of action to increase candidates in the pipeline, not only to fill positions (seasonal and full-time) but with a focus on getting the right people for the right job every time.</p>	<ul style="list-style-type: none"> Improve hiring manager Increase interest (seasonal/full-time) - Improve training materials Launch job/funding campaigns in at least 10 alternative (Emerging) CRD 	<p>Mark Flanagan & Nathan Flanagan (Wildlife), George Schuler, Whitney Schuler & L&W, Kim</p>

Partnership Mapping - The “Big 3”

- Assessment conducted of both internal and external partners. This included deploying a survey to both partner groups.
- Determine which partners are willing / able to work with R3 team on priorities / focus areas.
- Break partners into three segments:
 - Don't have a relationship with
 - Transactional relationship
 - Relational relationship
- Development of a partnership plan that will include where we should focus our time in building and supporting targeted relationships.



Recipe for R3 Planning Success

- Commit to an adaptive process.
- Prioritize items - what needs to be accomplished in the next 1-3 years must happen first.
- Make sure your goals and objectives are intentional and realistic.
- Use a systems thinking approach to tackle.
- Metrics need to be disciplined from the start - what do you truly care about / most critical.
- Communication is key!
- Once the train starts moving you have to keep the momentum going.



- Realize that your plan won't be perfect and that's OK. It will continue to evolve and adapt over time.
- Community Plans are tough! You can't always control what they do or don't do. A strong internal foundation is key to success! Then be strategic with your partner involvement.



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