



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



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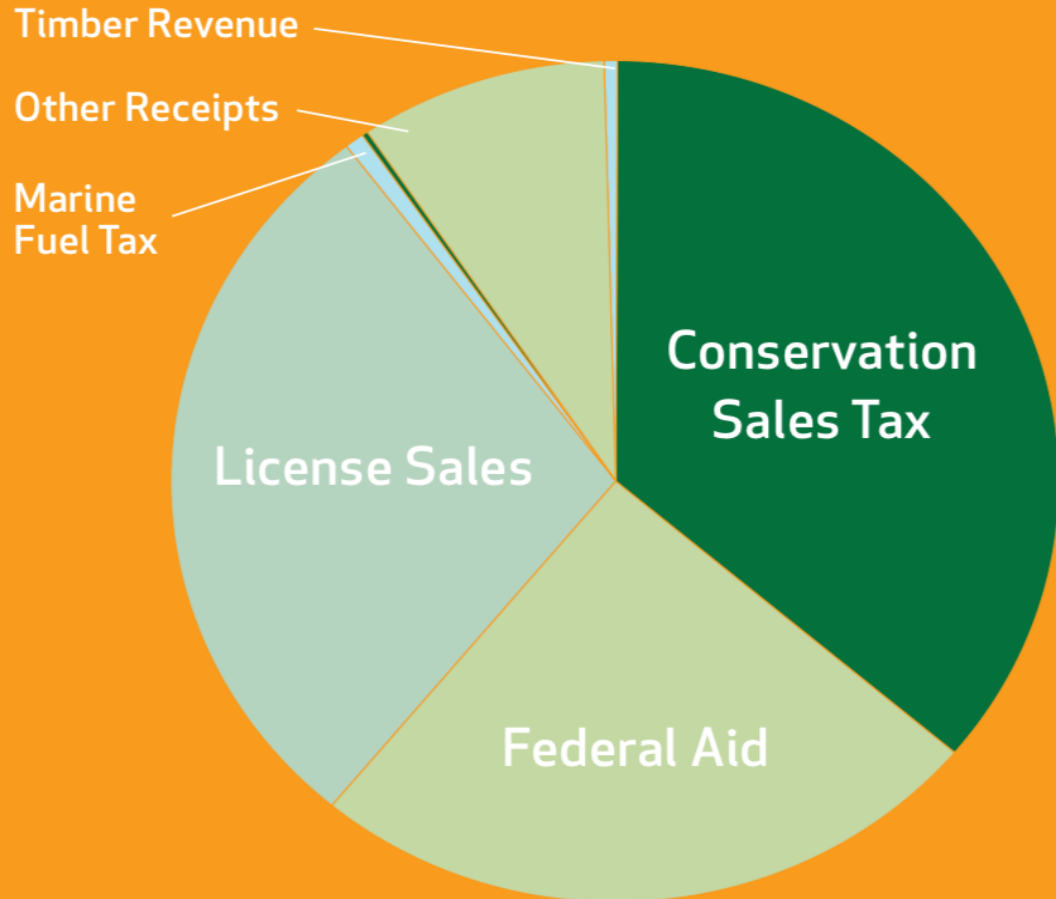


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FUNDING CONSERVATION



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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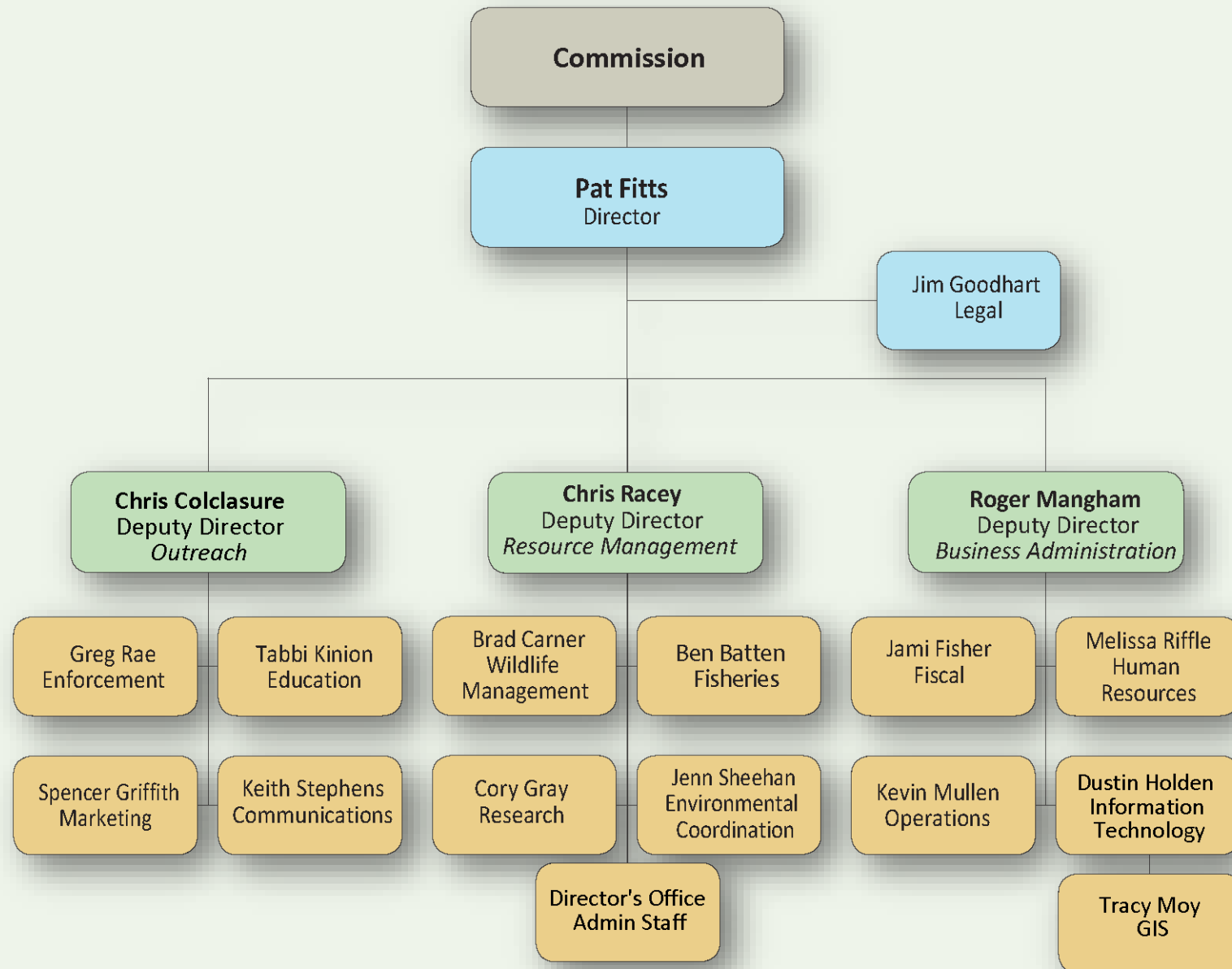
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APPROACH



THE FUTURE OF CONSERVATION AND OUTDOOR RECREATION IN ARKANSAS

Arkansas Recruitment, Retention and Reactivation Action Plan



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PROJECT LEADS

Tabbi Kinion, Education Division Chief
Spencer Griffith, Marketing Manager
Chris Colclasure, Deputy Director of Outreach

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This document represents hundreds of hours of work by dozens of individuals over the course of seven months. Thank you to everyone who has shared ideas, comments, and feedback along the way.

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Thank you to Phil Seng, Vice President of D.J. Case & Associates, for your facilitation, ideas, and input.

Thank you to the planning and core writing team members. Without you, there would be no content in this plan.

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

** Core Writing Team members*



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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

2 1



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:

- 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?

- 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?

- 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:

- 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:

- Overview of the planning process
- Goals and Objectives of the Plan
- Overview of the resources needed
- Next Steps

October 28

Small group

- 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

- 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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STRUCTURE



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.



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.



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.



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.



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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	What needs to be answered to determine whether our actions and strategies are accomplishing this objective?	
	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 database (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 expect. 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. Clurn - lapsed angler marketing

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

F.1.3.3.5. Attract new groups to host 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.1.4.1.1.1. 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 progs 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 - interp 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 H.1.1.4.3. Locavore prog. - LR/ NWA

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.2.2.1.1. 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. AGFC

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 75th unveil @ 25th Anniv.

H.1.1.2.1. Conduct research to understand barriers to hunting H.1.1.2.2. Incorporate actions into R3 plan

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 hunter

H.1.3.2.3. How to purchase license/permit Video

H.1.1.4.1. Work w/ industry to promote hunting

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

I.1.5.2. Booths a 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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The background of the slide is a photograph of three people hiking on a rocky trail. They are seen from behind, looking out over a vast landscape at sunset. The sky is a mix of orange, yellow, and pink. In the distance, there are rolling hills and a large body of water, likely a reservoir. The sun is a small, bright orange circle on the horizon. The people are wearing casual hiking clothes: a purple tank top and blue shorts for the woman in the foreground, and a green tank top and khaki shorts for the man next to her. A third person in a green shirt is partially visible behind them. The overall mood is peaceful and scenic.

LESSONS LEARNED



ARKANSAS RECRUITMENT, RETENTION AND REACTIVATION ACTION PLAN

THE FUTURE OF CONSERVATION AND OUTDOOR RECREATION IN ARKANSAS

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