Appendix 5

Orange – Hunting Purple - Boating
Blue – Fishing Green – Wildlife Viewing Red – Recreational Shooting

Agency Wide

STRENGTHS	WEAKNESSES
• New branding logo and marketing approach • New mission statement • Dedicated staff • Commitment to R3 via workshop and coordinator hire • Many potential partners in VA • Strong outdoor culture and history	• Lack of evaluation, measurable outcomes and strategy for R3 programs • Lack of coordination and connection among divisions (agency silos) • Customer tracking • Lack of retention efforts (workshops, advanced trainings) • Lack of programs offered to non-traditional audiences (women, Hispanic, urban, African-American, Millennial) • Lack of public knowledge/awareness of DGIF's efforts • Trial opportunities and family focused recruitment programs • Lack of self-learning tools
OPPORTUNITIES	THREATS
• Partnerships with NGOs, clubs, associations and other organizations • Outreach to non-traditional audiences and untapped market • New and improved marketing approach • Making connections between "5 pillars" • Customer tracking through Brandt and Kalkomey (event management) • Evaluation of programs to better understand our customer • Take advantage of new technology	• Aging customer base among all "5 pillars" • High churn rate among hunting and fishing licenses • 1 in 5 Virginians will be over 65 by 2030 • Access (hunting, fishing, shooting, WV) • Declining interest in outdoor activities • DGIF capacity to handle new programs and R3 plan • Urbanization (More VA residents are moving to urban areas and away from outdoor access) • Agency culture and no cohesion among certain "sides" of the agency

Appendix 5

Orange – Hunting Purple - Boating
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STRENGTHS	WEAKNESSES
• Wide range of species to hunt • Apprentice license • Hunting access is pretty decent (WMAs, private lands etc.) • Sunday hunting on private lands	• Lack of evaluation, measurable outcomes and strategy for R3 programs • Declining number of customers (downward trend in VA and Nationally) • Lack of intro programs for novice, non-hunters and youth (workshops, trial experiences) • Lack of programs offered to non-traditional audiences (women, Hispanic, urban, African-American, Millennial) • Few intermediate to advanced workshops (retention) • Family-focused programs • Lack of instructors, coaches and mentors • Lack of capacity • Lack of reactivation efforts (marketing)
OPPORTUNITIES	**THREATS**
• Partnering with hunting NGOs, stores, associations, organizations • Connecting efforts internally and externally (partners and shooting sports) • Targeting non-traditional audiences • New marketing tactics • Interest in “adventure” amongst millennials and 21-40 age group • Hunter education volunteers needing things to do (mentors) • Growing danger of exploding deer populations in urban areas • Women – slight growth in female hunter since 2012 • Loudoun County hunting growth (not in top 10 counties in VA) • New social values as it relates to hunting (locavore) • Shooting sports activities with hunting focus (NASP, YHEC, Explore Bowhunting)	• Confusing and complicated game laws • 83% of hunters and anglers are white, 80% are male (lack of diversity) • 75% of hunters and anglers are age 45 or older (aging demos) • Changing social and ethical views on hunting • Urbanization and loss of access and habitat • Aging volunteers and hunter ed instructors • Negative public perception on hunting and firearms • Many hunters hunt on private lands and do not need to buy a license • Existing R3 strategies and programs do not span the complete customer journey/adoption model • Lack of self-learning tools and resources

Appendix 5

Orange – Hunting   Purple - Boating
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STRENGTHS	WEAKNESSES
• Annual fishing customers have remained relatively stable • Non-resident angler licenses have increased (2012-2016) • Online license system • Fishing in the schools and trial workshops (Kids fishing days) • Good fish stocking management	• Lack of evaluation, measurable outcomes and strategy for R3 programs • Lack of reactivation efforts • Lack of fishing retention efforts (workshops, advanced trainings) • Lack of programs offered to non-traditional audiences (women, Hispanic, urban, African-American, Millennial) • Many kids-focused recruitment programs but not family-focused • Lack of instructors, coaches and mentors
OPPORTUNITIES	**THREATS**
• Partnerships with NGOs, clubs, associations and other organizations • Outreach to non-traditional audiences • New and improved marketing approach • Rapidly growing Hispanic population • Women – slight growth in female anglers since 2012 • 75-80% of boaters are freshwater anglers • Easier activity to get involved in and improve over a shorter period of time	• High churn rate • 83% of hunters and anglers are white, 80% are male (Lack of diversity) • 75% of hunters and anglers are age 45 or older (aging demos) • Fishing access • Confusing and complicated fishing regulations • Existing R3 strategies and programs do not span the complete customer journey/adoption model • Lack of self-learning tools and resources

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STRENGTHS	WEAKNESSES
• Boating access (lakes, rivers, WMAs) • Required boater safety education (tracking, customer follow-up)	• No paddlesports recruitment/retention • Capacity to host R3 events • Narrow definition of a boater • Lack of evaluation, measurable outcomes and strategy for R3 programs • Little to no outreach in the paddlesports community • Lack of instructors, coaches and mentors
OPPORTUNTIES	**THREATS**
• Partnerships with NGOs, clubs, associations and other organizations • Outreach to non-traditional audiences • New and improved marketing approach • Paddlesports popularity growth and access in VA (expanding definition of customer) • Large potential audience especially among young adults • Intuitive link to angling • Partnership with VA Parks	• 82% of boaters are 45 or older (aging demos) • Cost to own a boat • DGIF not affiliated with paddlesports among public • WMA access is typically limited to boats that are fishing

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STRENGTHS	WEAKNESSES
• Number of WVs in VA is increasing and is still high • Access (birding and wildlife trail) • Festivals • Habitat and education within schools and communities • Access permit sales have increased since 2012	• Lack of transactional interaction for WVs • DGIF not perceived as advocate for wildlife watchers • Lack of WV R3 programs (no recruitment or trial) • Lack of evaluation, measurable outcomes and strategy for R3 programs • Lack of reactivation efforts • Lack of instructors, coaches and mentors
OPPORTUNITIES	**THREATS**
• New transactional interactions with WVs (expanding definition of customer) • Partnerships with NGOs, clubs, associations and other organizations • Outreach to non-traditional audiences • New and improved marketing approach • 36% of Virginians participate in wildlife viewing. • >50% of hunters and anglers also engaged in wildlife watching activities • 70% of WVs call urban VA home • Change the language • Strong potential partners	• 70% of WVs are 45 or older (aging demos) • Interests of WVs usually don't align with hunters • Wildlife viewing differently due to funding (agency culture) • Lack of awareness of DGIF'S conservation efforts that support wildlife viewing • Access to DGIF controlled properties is limited (need access permit) • Lack of self-learning tools

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STRENGTHS	WEAKNESSES
• NASP • Good firearms culture in VA (gun laws) • Support from Director	• Lack of shooting sports programs • DGIF controlled shooting ranges • Historic agency commitment to shooting sports • Lack of evaluation, measurable outcomes and strategy for R3 programs • Lack of instructors, coaches and mentors
OPPORTUNITIES	**THREATS**
• Partnerships with NGOs, clubs, associations and other organizations • Outreach to non-traditional audiences • New and improved marketing approach • Easier connections to hunting (decreased barrier) among participants • Many levels and types of activities • Easier skill development compared to other activities • No age minimum	• Lack of connection to shooting community • Negative public perception of firearms • Lack of outdoor ranges • Many facilities or clubs require membership (cost) • Fear of firearms • Lack of self-learning tools