



DEPARTMENT OF
**GAME & INLAND
FISHERIES**

CONSERVE. CONNECT. PROTECT.

Recruitment, Retention, and Reactivation Plan

January 2019



PLAN DEVELOPMENT MEMBERS

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BACKGROUND

Since its inception in 1916, the Virginia Department of Game and Inland Fisheries (DGIF) has provided unprecedented opportunities to hunt, fish, and enjoy Virginia's wildlife through sound scientific research and wildlife management. As early as the 1980's the Department recognized the need to introduce people to outdoor recreation and their role in conservation and safety with the introduction of Virginia's first hunter education, angling education, boater education, National Archery in the Schools, habitat education, and K-12 Project Wild education curriculums.

DGIF continued its effort to provide opportunities and remove potential barriers to participation by establishing a youth combination license and allowing youth to harvest either sex deer during any deer season. The youth and apprentice license along with dedicated youth/apprentice weekends were added to further encourage beginning hunters and existing hunters to mentor a beginner.

The introduction of an online licensing system and mobile application for purchasing licenses and checking game, and a grant program designed to help fund programs that introduce youth to hunting, fishing, and other outdoor activities, further established DGIF's commitment to providing opportunities for everyone to participate in outdoor recreation. DGIF continued to refine its efforts by establishing a Recruitment, Retention and Re-engagement (R3) initiative and hiring a fulltime R3 coordinator to oversee and implement an agency-wide approach to focus on hunting, fishing, recreational shooting, boating and wildlife viewing participation. The following plan represents DGIF's continued R3 efforts to support the strategic vision and mission of the agency.

VISION FOR THE R3 PLAN

The R3 plan is a commitment to supporting the strategic vision and mission of DGIF: To lead wildlife conservation and inspire people to value the outdoors and their role in nature. The plan serves to support the mission of the Agency to 1) conserve and manage wildlife populations and habitat for the benefit of present and future generations, 2) connect people to Virginia's outdoors through boating, education, fishing, hunting, trapping, wildlife viewing and other wildlife-related activities and 3) protect people and property by promoting safe outdoor experiences and managing human-wildlife conflicts.

In Virginia, R3 is **not another program**, but instead a strategic effort to **recalibrate** existing efforts and operations, with a **common objective** to increase overall participation. For R3 efforts to maximize their impact, they must strive to be integrated, and always ask ***what's next?***

This new way of integrated thinking and operating encourages DGIF to organize, budget, plan, regulate, legislate, and communicate what we do, differently. At each "**decision point**", DGIF strives to ask the question: What would R3 do?

DGIF R3 Decision Points



MISSION FOR THE R3 PLAN

The mission of the R3 plan is to implement a *holistic approach* in order to recruit, retain, and re-engage people in hunting, fishing, wildlife viewing, boating and recreational shooting activities.



DGIF considers all outdoor participants to be dynamic. We keep our focus on not only individual hunters, anglers and boaters, but just as much on the...

- Birder who takes up canoeing who takes up fishing.
- Kayaker who is into adventure tourism who takes up archery or recreational shooting.
- Recreational boaters who take up freshwater fishing after decline in saltwater fishing at all.
- Recreational shooters who takes up hunting.
- Hunters who take up recreational shooting.
- Hunters and anglers who are already birders, wildlife photographers, and hikers.

GOAL FOR R3

To increase participation in hunting, fishing, wildlife viewing, boating and recreational shooting.

IMPLEMENTATION OBJECTIVE 1: Educate, Inform, and Improve R3 Capabilities within DGIF

In order for DGIF to meet the goals of the R3 plan and connect Virginians with wildlife, recreational shooting and boating activities, key DGIF staff, stakeholders and industry partners need to understand R3 and be prepared for the new expectations and direction of R3 programs and efforts.

Strategy 1.1: Formulate R3 planning and implementation support

- 1) **Action** – Invite R3 experts from the Wildlife Management Institute and members from the Recreational Boating and Fishing Foundation (RBFF) and the Council to Advance Hunting and the Shooting Sports to DGIF Headquarters to lead a workshop for staff that includes an overview of R3 strategies and the Outdoor Recreation Adoption Model or ORAM (Appendix 1), current outdoor activity participation trends, and evaluation of current R3 programs and efforts by DGIF.

Background: Workshop was hosted in August 2017 at Richmond office for 30 employees representing all divisions of DGIF.

Implementation: RBFF, Council to Advance Hunting and the Shooting Sports, Matt Dunfee, Edward Herndon, Brian Moyer, Senior Leadership Team

Tasks:

- a. Improve understanding of outdoor recreation participation trends both nationally and in Virginia.

Status – Presentations from both Matt Dunfee and Darin Moore revealed that participation in most outdoor activities are either declining or stagnant. In Virginia, hunting has seen the steepest declines while participation in wildlife viewing activities has increased.

- b. Establish key R3 concepts and define what R3 is. Conduct an overview and analysis of current DGIF efforts to improve understanding of the current situation and to help formulate strategies.

Status – Initial review reveals that a majority of DGIF's programs lack the proper structure, coordination and scientific approach of an effective R3 program as recommended in the National Hunting and Shooting Sports Action Plan and Recommendations and Strategic Tools for Effective Angler Recruitment, Retention and Reactivation (R3) Efforts. Most programs only evaluate for outputs, and key audiences are not being targeted by DGIF. A more detailed analysis is featured in "Implementation Objective 2".

- 2) **Action** – Develop an internal R3 steering committee that meets frequently and includes key staff that will have the ability to help implement R3 strategies and provide insight into strategic plan development.

Background: Steering committee members are directorial and managerial level staff.

Implementation: Edward Herndon, Brian Moyer

Tasks:

- a. Host meetings monthly to review R3 plan until final version is completed. Continue with frequent meetings to focus on execution of the R3 plan and review of the activity implementation plans.

Status – Meetings began in December of 2017.

- 3) **Action** – Form R3 subcommittees (hunting, recreational shooting, fishing, wildlife viewing, and boating) to help review activity implementation plans and execute R3 strategies.

Background: An implementation plan for each activity contains specific objectives, strategies and timelines. “Implementation Objective 2” includes actions that led to the development of these documents.

Implementation: Edward Herndon, Brian Moyer

Tasks:

- a. Create and send activity implementation plans to members to receive comments.

Status - Initial drafts were sent out and edits were received in March 2018.

- b. Meet with smaller teams to prioritize and finalize implementation plans. (Timeline: 3 months)

Status - Meetings began in August 2018 and will continue into early 2019.

- c. Maintain communications with team members and identify roles for assisting in implementation of strategies. (Timeline: Ongoing)

Status – Communication with updates will be on an ongoing basis.

- 4) **Action** – Invite stakeholders from all five activity pillars to DGIF headquarters for R3 summit. (Timeline: Spring 2019)

Background: Attendance by stakeholders from all five activity pillars will present a unique opportunity for DGIF to share a cohesive message regarding the need for R3 and partnerships.

Implementation: Brian Moyer, Edward Herndon, R3 Steering Committee

Tasks:

- a. Communicate need for new R3 planning and support. Overview of the Outdoor Recreation Adoption Model (ORAM) will be introduced and breakout sessions will ask participants to map their own programs onto the ORAM to identify gaps and potential partnerships.

Status – Current list of stakeholder invitees is being formulated and will be approved by the Senior Leadership Team.

- b. Share overview of R3 plan’s current objectives and strategies.
- c. Send out post-event survey to further identify collaboration opportunities.

- 5) **Action** – Develop training and learning opportunities for all DGIF staff on R3 planning and implementation. (Timeline: Ongoing)

Background: All DGIF staff will need to understand key concepts, be kept up-to-date with implementation, and be knowledgeable of R3 strategies from the plan. Transparency of the process will help staff understand the importance of this effort and how it can potentially affect their work.

Implementation: Edward Herndon, Brian Moyer

Tasks:

- a. Host regular webinars via video conferencing technology to all staff on a variety of R3 topics and status updates. (Timeline: April 2018 with quarterly updates moving forward)
- b. Meet with staff at regional offices prior to R3 rollout and in the future. (Timeline: 3 months)

Status - R3 coordinator presented on R3 concepts and gave a planning update the joint ARST/TWST teams in January 2018. A Lunch and Learn webinar was hosted in April 2018 and five regional meetings were conducted in fall 2018.

- 6) **Action** – Identify training and educational opportunities for R3 coordinator and key DGIF staff. (Timeline: Ongoing)

Background: Industry partners play a key role in leading collaboration between agencies through R3-related topics at conferences and symposiums on R3.

Implementation: Edward Herndon, Brian Moyer

Tasks:

- a. Participate in industry conferences, workgroups and events that can help improve DGIF's R3 efforts.

Status – Edward Herndon is a founding member of the NEAFWA R3 Committee and the National R3 Workgroup. The first-ever National R3 Symposium was hosted in May 2018 followed by a R3 training at the National Conservation Training Center. RBFF hosts an annual marketing workshop that is vital to R3 and the Association of Fish and Wildlife Agencies are increasing their focus on R3 through regional conferences and committees. The National Wild Turkey Federation and other industry partners also present opportunities for networking and collaboration.

IMPLEMENTATION OBJECTIVE 2: Conduct R3 Research and Situational Analysis of DGIF

Initial analysis of DGIF's R3 programs and efforts from the R3 workshop in August of 2017 established an important starting point for strategic plan development. Activity breakout groups identified barriers and opportunities while the R3 and program coordinators conducted further evaluation of specific programs. This analysis, coupled with a comprehensive literature review of R3 strategies and research, guided DGIF's R3 plan development including the five activity implementation plans.

Strategy 2.1: Ongoing analysis of R3 programs and efforts

- 1) **Action** – Analyze DGIF and its R3 programs and efforts to determine current impact. (Timeline: Ongoing)

Background: Breakout groups from the R3 workshop were tasked with mapping programs onto the Outdoor Recreation Adoption Model and establishing barriers and opportunities for each activity. RBFF's R3 Program Worksheet (Appendix 2) was used to further assess programs and efforts. Additional evaluation is being conducted on an ongoing basis.

Implementation: Edward Herndon, Brian Moyer, DGIF Program Coordinators

Tasks:

- a. Map all DGIF R3 programs and efforts onto the Outdoor Recreation Adoption Model.

Status - See Appendix 3 for current map.

- b. Identify barriers and opportunities within each activity pillar from staff at the R3 workshop.

Status – See Appendix 4

- c. Conduct SWOT analysis of each activity pillar.

Status - See Appendix 5

- d. Analyze mapping results, R3 workshop and RBFF Program Worksheets to help formulate strategies. (Timeline: Ongoing)

Status – Specific strategies and tactics were developed in each activity implementation plan.

- e. Develop list of current participation in outreach and R3-related activities for all DGIF staff. (Timeline: Ongoing)

Status – Survey to all DGIF employees was sent out in January 2018 followed by an additional survey to staff in August 2018. These will help identify existing outreach activities performed by DGIF staff that could support R3 strategies and objectives.

2) **Action** – Maintain research and study of national R3 information, data, and trends. (Timeline: Ongoing)

Background: New information and valuable R3 resources are being developed and disseminated to state agencies on a regular basis. The R3 coordinator will continue to absorb and seek information that will help drive the development of R3 strategies.

Implementation: Edward Herndon

Tasks:

a. Review collaborated, industry, and state-specific R3 plans and guiding documents. (Timeline: Ongoing)

Status – See Appendix 6 for current list of sources that contributed to DGIF’s R3 plan.

b. Stay up-to-date with new R3 data, trends, and information sharing opportunities. (Timeline: Ongoing)

Status – DGIF is active on the R3 Community and RBFF website, which provides webinars, case studies, and valuable resources from industry experts.

3) **Action** – Review R3 programs and efforts from partners and stakeholders in Virginia. (Timeline: Ongoing)

Background: A full list of relevant programs and efforts will be started prior to the R3 summit.

Implementation: Edward Herndon

Tasks:

a. Create and maintain a database of R3 efforts throughout Virginia. (Timeline: 6 months)

b. Identify pertinent program information to assist in R3 plan development and implementation. This includes identifying where programs are located, evaluation methods, target audiences, how well they measure outcomes, and capacity. This information will assist DGIF in identifying how best to use these partnerships to fill gaps and improve R3. (Timeline: 6 months)

Strategy 2.2: Analyze information to better understand current and potential customers

1) **Action** – Utilize license trends identified from developing a license and registration data dashboard and by mining customer data in Legacy system and Go Outdoors Virginia. (Timeline: Ongoing)

Background: Quantitative data will provide key insight to customer purchasing behavior and license sales trends in Virginia. Participation data dashboard through Southwick Associates will provide broad evaluation methods for R3 programs and efforts moving forward.

Implementation: Doreen Richmond, Edward Herndon, Darin Moore, Human Dimensions, Brandt Information Systems

Tasks:

- a. Review license data to provide insights into R3 strategy development. (Timeline: Ongoing)

Status – Initial review of general license participation trends revealed opportunities with growing audiences and the need for strategies to address declining audience segments.

“Implementation Objective 3” states a need to further develop a data dashboard to assist in program evaluations and R3 strategy development.

- 2) **Action** – Employ new methods to improve understanding of DGIF customers. (Timeline: Ongoing)

Background: New objectives of the agency are aimed at new, current and previous customers. Research to better understand different audiences’ motivations, needs, and barriers will assist in the development of new strategies that will result in improved R3 implementation.

Implementation: Edward Herndon, Human Dimensions, R3 Steering Committee, R3 Subcommittees

Tasks:

- a. Use R3 planning to identify priority target audiences that need to be researched. Consider use of focus groups and comprehensive survey methods. (Timeline: Ongoing)

Status – These target audiences are identified in the implementation plans and will be prioritized through subcommittee meetings and the human dimensions steering committee.

- b. Implement questions that will assist the R3 plan into existing customer surveys. (Timeline: Ongoing)

Status – Meetings have been held with the Chief of Fisheries and Wildlife to make R3 a priority for the next angler and hunter survey.

Strategy 2.3: Review additional methods of measuring R3 objectives and future programs

- 1) **Action** – Analyze ability to measure R3 programs and specific outcomes outside license sales. (Timeline: Ongoing)

Background: The DGIF “connect” strategic planning team developed new measures of success but they need to be reexamined. A human dimensions staff position is needed to develop and implement strategies to truly measure R3 programs and efforts long-term. Outside partners may also be utilized to assist in measuring R3 objectives in the future.

Implementation: Edward Herndon, Human Dimensions, Strategic Planning Team, R3 Steering Committee, Lee Walker, Paige Pearson

Tasks:

- a. Paddlesports, wildlife watching and recreational shooting efforts are priorities when it comes to developing new measurements of success. (Timeline: 24 months)

Status – Recommended measures of success are included in implementation plan and new strategies. Ongoing research is being conducted by R3 coordinator and will need further coordination with the human dimensions staff. The agency-wide strategic planning efforts will also assist in the development of additional measures of success.

IMPLEMENTATION OBJECTIVE 3: Improve Current and Future R3 Programs, Efforts, and Outreach

Strategy 3.1: Enhance management and staff structure to facilitate R3 implementation

1) **Action** – Create new unit to better align R3 position within DGIF. (Timeline: 6 months)

Background: Proper organizational make-up will help to formulize R3 efforts and improve the implementation process.

Implementation: R3 Steering Committee, Senior Leadership Team

Tasks:

a. Make key structural changes that improve R3 capacity and allow for coordination of efforts through a central unit. (Timeline: Ongoing)

Status – R3 coordinator has recently moved to the Outreach division to better align staff structure.

b. Identify staff within new structure that can improve or expand their role and support new R3 strategies and objectives. (Timeline: Ongoing)

c. Explore the creation of R3 budget code to support new objectives. (Timeline: 3 months)

2) **Action** – Recommend that public outreach and R3 activities be incorporated into all Employee Work Profiles (EWP) in order to help change the structure of responsibilities for employees so that they can be better positioned to support R3 objectives and performance indicators. (Timeline: Ongoing)

Background: Outreach and R3 activities are performed by staff throughout DGIF. They are not coordinated with DGIF HQ or given direction on what is needed.

Implementation: R3 Steering Committee, Senior Leadership Team, Regional Managers, Directors and Deputy Directors

Tasks:

a. Prioritize staff and departments throughout DGIF who should increase or shift outreach and responsibilities of R3 activities to align better with the objectives of this plan. (Timeline: Ongoing)

Strategy 3.2: Improve approach to public interactions and outreach to support R3

Focusing efforts on improving DGIF's interactions with customers and program participants can result in increased support for the agency, wildlife, and participation in outdoor activities. By strengthening these

experiences with the public, all staff can play a valuable role in R3 and in delivering improved communication and resources that will focus on satisfying customer needs.

- 1) **Action** – Create a framework and standards for customer interactions and public outreach. (Timeline: 12 months)

Background: DGIF staff and volunteers interact with customers, participants, and the general public in a variety of different ways. New standards and strategies will be created to maximize these interactions to support R3 objectives and help people get connected to DGIF and outdoor activities.

Implementation: Lee Walker, Paige Pearson, Brian Moyer, R3 Steering Committee, Edward Herndon

Tasks:

- a. Establish best practices document and provide training for staff and volunteers to apply certain tasks and standards to all public outreach efforts, events, and interactions. (Timeline: 6-12 months)
- b. Explore ways to improve customer service over the phone, in-person, and digitally. (Timeline: 6-12 months)
- c. Convey need for staff to coordinate outreach efforts with R3 coordinator. (Timeline: Ongoing)
- d. Provide informational tools and takeaways for public interaction - brochures, hard cards or flyers will be considered. (Timeline: 6-12 months)
- e. Develop tools to measure return on investment for outreach. Use results to improve approach and impact. (Timeline: 12 months)

- 2) **Action** – Identify how DGIF website should be improved to facilitate R3 objectives. (Timeline: 12 months)

Background: Significant research to understand how to improve the DGIF website has not been done in the past.

Implementation: Edward Herndon, Brian Moyer, Paige Pearson, David Murr, Tim Tassitano, Human Dimensions

Tasks:

- a. Conduct research to discover how target audiences view the current website and what information and content they need and expect to see. (Timeline: Ongoing)

Status - Research is currently being done to learn more about current and potential website users. Website restructuring may focus more on improving information and resources to support audiences in the recruitment and early retention phase of the ORAM. Other means of research such as focus groups and usability testing should be considered. Other staff will be included in the process and be able to review designs and content structure prior to launch.

- b. Use research to help execute a concrete plan for website restructuring. (Timeline: 24 months)

Strategy 3.3: Ensure current and future R3 efforts are strategic and outcome based

The following action items demonstrate strategic program design as well as specific processes that can improve current and future R3 efforts. Through these methods, programs can begin to evaluate their effectiveness in serving intended audiences and reaching desired objectives and outcomes. Ultimately, this will allow programs to adapt and improve over time. Different approaches will be required for new and existing efforts.

- 1) **Action** – Use select DGIF programs as pilots to showcase a strategic R3 approach. (Timeline: 12 months)

Background: Edward Herndon is working with specific staff to implement changes to current programs in order to follow these tactical guidelines. The following tasks are a breakdown of strategic R3 program design.

Implementation: Edward Herndon, Program Coordinators, Field Staff

Tasks:

- a. Determine specific target audience and seek ways to understand their needs and motivations. Adjusting programs to tailor to audience motivations will be key.
 - b. Establish precise short-term and long-term objectives and outcomes at the start (where do we want to be? what do we want audience to do?).
 - Identify **outcomes** the audience needs to advance along the ORAM and overcome barriers (skills, knowledge, behavior, attitude change).
 - Use a **results chain** (Appendix 7) to help plan the effort.
 - Example - “Right” audience -> positive experience -> greater interest/motivation -> participation in new activities -> increased skills -> license sale
 - c. Ensure short-term and long-term objectives are reflective of overall mission and goal statements.
 - d. Establish plan to achieve objectives that includes strategies and action items. Include a marketing mix (product, price, place and promotion).
 - e. Identify how programs fit into the ORAM and how strategies align with those corresponding audiences and components.
 - f. Define role and expectations for staff and external partners in each R3 program and effort.
 - g. Develop budget to properly identify staffing and resources for R3 efforts.
 - h. Measure and evaluate how effective efforts were in reaching objectives. Establish indicators of success and measure outcomes.
 - i. Adapt and modify program or effort based on measured results (adaptive management).
- 2) **Action** – Develop data dashboards to more effectively measure outcomes of R3 programs and efforts. (Timeline: 12 months)

Background: Programs that are considered R3 currently do not have the ability to measure their impact on license sales, participation, or other factors such as target audiences reached. Southwick Associates has helped to lay the groundwork for a DGIF data dashboard.

Implementation: Doreen Richmond, Darin Moore, Brandt Information Systems

Tasks:

- a. Use data dashboard to help evaluate R3 efforts' impact on license sales and participation rates at a broad scale. (Timeline: Ongoing)
- b. Use dashboard, or similar tracking mechanism, to measure other objectives for R3 programs such as target audiences at a broad scale. (Timeline: Ongoing)

3) **Action** – Implement new participant surveys into programs and efforts. (Timeline: Ongoing)

Background: Most DGIF programs measure the outputs of their programs (how many participants went through) and very few programs or efforts evaluate outcomes against precise objectives set out in advance.

Implementation: Edward Herndon, Program Coordinators, Field Staff, Human Dimensions, Hunter, Aquatic and Boater Education Staff, Watchable Wildlife Staff and Outreach Staff.

Tasks:

- a. Coordinate with human dimensions staff to develop effective survey methods for current and future programs and efforts. (Timeline: 6-12 months)

Status - Multiple outreach efforts led and supported by Edward Herndon in 2018 included new surveys to participants.

- b. Collaborate with other state agencies and industry experts to develop new surveys for programs in order to measure for R3 objectives. (Timeline: 1-3 months)

Status – In 2018, Virginia began working with several state agencies to apply standard pre- and post-surveys to hunting-focused workshops.

- c. Utilize online event manager software (currently Kalkomey) to administer surveys, when applicable. (Timeline: Ongoing)

Status – In 2018, new survey questions were added to online registration forms for hunting-focused workshops.

- d. Provide staff with training on evaluation procedures. (Timeline: 12 months)

Status - In 2018, Edward Herndon worked with hunter education staff to develop new survey procedures.

- e. Use feedback and evaluations to adaptively manage programs. (Timeline: Ongoing)

4) **Action** – Utilize online event manager software to host registrations for all R3 programs and collect participant information for targeted marketing efforts. (Timeline: Ongoing)

Background: Kalkomey event manager is currently being used for hunter/boater safety classes and workshops. Work is being done to expand programs and use Kalkomey to host all event

registrations. The ability to integrate this software with Go Outdoors Virginia and future licensing sales systems will allow DGIF to track participants and evaluate programs based on license purchases.

Implementation: Edward Herndon, Program Coordinators, Hunter and Boater Education, Kalkomey, Brandt Information Systems

Tasks:

- a. Explore possibility of creating a link between online license sales system and event manager software to track participants directly. (Timeline: 12 months)
- b. Engage partners with information about the online event registration through DGIF with the goal of putting their events through this process. (Timeline: 12 months)
- c. Create a database of R3 participants that can be used in targeted marketing, surveys, and customer relationship management (CRM). (Timeline: 12 months)

- 5) **Action** – Enhance email collection to support R3, marketing, and customer relationship management (CRM). (Timeline: Ongoing)

Background: Email collection is integral to R3 efforts for tracking, communications, customer relationship management, evaluations, and much more. Emails are currently collected for Go Outdoors Virginia customers and during registration for most hunter education classes, workshops, and boater education courses through Kalkomey.

Implementation: Edward Herndon, Paige Pearson, Lee Walker, Tim Tassitano, Program Coordinators, Field Staff, Volunteers

Tasks:

- a. Advocate for improved email collection techniques for all outreach and R3 programs. (Timeline: 12 months)
- b. Create systems to collect emails when online event registration is not an option. (Timeline: 4-6 months)
Status – DGIF has used existing computer programs to collect emails onsite using tablets.
- c. Further cultivate email databases and strategies to support CRM and targeted marketing efforts. (Timeline: Ongoing)

- 6) **Action** – Establish “next steps” and linkages for programs and public interactions with DGIF. (Timeline: 12 months)

Background: Information that is currently shared with participants is not uniform and is not required. Specific methods will be formulated for each program and customer interaction in order to make sure participants are given information or resources to address their needs. Some hunter education course participants are provided with follow-up “next steps” via email, and the process has been successful in recruiting participants for workshops.

Implementation: Edward Herndon, Brian Moyer, Paige Pearson, Lee Walker, Program Coordinators, Field Staff, R3 Subcommittees, Outreach Staff

Tasks:

- a. Continually identify opportunities for improved communication. Prioritize and develop what information is needed and how to best communicate that information for each initiative and target audience. (Timeline: 6 months)

Status – Edward Herndon is analyzing current programs to determine how and what next steps can be provided. Specific strategies within the R3 implementation plans will highlight the development of content, partnerships and other information that is vital to specific audiences.

Strategy 3.4: Formulate and strengthen partnerships

Partners will play a vital role in many of the strategies that will be recommended for R3 success. Each of the five implementation plans will contain specific information on the role partners could play in reaching objectives. A thorough review and buy-in from the specific partners will be needed which could result in changes to the specific strategies and implementation.

- 1) **Action** – Formulate relationships with key partners that can help execute R3 policies, fill in gaps, and provide key support to R3 participants (mentors, social support, activities, events, information etc.). (Timeline: Ongoing)

Background: Initial stakeholder meeting, program analysis, and follow-up surveys will reveal immediate partners willing to work with DGIF.

Implementation: Edward Herndon, Brian Moyer, R3 Steering Committee, Program Coordinators, R3 Subcommittees

Tasks:

- a. Create an advisory group from partners who “buy in” from R3 summit and provide insight into R3 plan as well as the post-event survey. (Timeline: Post stakeholder meeting)
- b. Edit R3 plan strategies based on partner review and commitments. (Timeline: 12 months)
- c. Further develop program partners to address specific needs and achieve strategic goals. (Timeline: Ongoing)

Strategy 3.5: Fully embrace online license system capabilities to support R3

- 1) **Action** – Develop comprehensive approaches to positively impact participation. (Timeline: Ongoing)

Background: The current Go Outdoors Virginia online license system allows for the implementation of efficient strategies to achieve objectives. Current use of the auto-renew license feature and license expiration email reminders have generated positive results.

Implementation: Doreen Richmond, Darin Moore, Paige Pearson, Brandt Information Systems, Edward Herndon, Outreach Staff

Tasks:

- a. Use licensing sales system to develop new retention and reactivation strategies. (Timeline: Ongoing)

Status – Each R3 implementation plan contains specific strategies that would use the current GOV system to achieve objectives.

- b. Explore data to find opportunities for cross-promotional marketing tactics. Example: 22% of VA “customers” that only hunt and 59% that only fish are an opportunity. (Timeline: Ongoing)
- c. Develop ways for existing customers to encourage, refer or incentivize non-customers. (Timeline: 12 months)

Status – Further strategies are identified in the implementation plans. A R3 grant was accepted by the Recreational Boating and Fishing Foundation in March 2018 that helped to launch a referral license program through Go Outdoors Virginia.

Strategy 3.6: Modify the focus of the Virginia Wildlife Grant Program to support R3 objectives

The Virginia Wildlife Grant Program provides funding sources to non-profits, schools, and government agencies with a focus to connect youth to the outdoors.

- 1) **Action** – Incorporate R3 program improvements and strategies into the grant program. (Timeline: 6 months)

Background: Currently, the Wildlife Grant Program requires mostly output-based evaluations from applicants.

Implementation: Tom Wilcox, Edward Herndon

Tasks:

- a. Require grant proposals follow the R3 plan guidance on program design and evaluation. (Timeline: 2019)

Status - The 2019 grant applications will have requirements that align with proper R3 program design and evaluation.

- b. Explore options for additional means of communication to grant program participants.