

West Virginia R3 Strategic Planning

Situation Analysis and Workshop Summary

West Virginia Division of Natural Resources



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Engaging people in conservation

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Introduction

As hunting and angling participation trends continue to decline, faced with societal changes, and recognizing a need to better connect the West Virginia citizens with the outdoors, the West Virginia Division of Natural Resources (WVDNR) is developing a new Recruitment, Retention, and Reactivation (R3) strategic plan to guide its future efforts and program development.

To help in the process, WVDNR collaborated with the Recreational Boating and Fishing Foundation (RBFF) to begin development of a new R3 Strategic Plan. RBFF has contracted with DJ Case & Associates (DJ Case) to conduct a situation analysis, facilitate an R3 workshop and provide the backbone for the new plan.

The first step in the situation analysis was to identify key participation variables. In keeping with national trends, WVDNR has experienced an alarming decline in hunter, angler, and boater participation in recent years. As outlined in the 2017 Licensed Hunter and Angler Numbers in [Appendix A](#), declines trace back to 1997, with some programs noting license sales down by as much as 20-40% or more since that time. Buying habits are changing as well, with both resident and non-residents buying more licenses online in 2017 than in 2016 ([Appendix B](#)).

Workshop 1

Recognizing the need to address these changes, the WVDNR formed an R3 Team in early 2018. The team has diverse representation from across the agency's programs and divisions, and from across the state geographically. The team participated in an initial R3 Workshop in February 2018, facilitated by Matt Dunfee of the Wildlife Management Institute (WMI), with assistance from Stephanie Hussey and Joanne Martonik from the Recreational Boating and Fishing Foundation (RBFF) and Cyrus Baird from the Council to Advance Hunting and the Shooting Sports (CAHSS).

The initial meeting was very productive in bringing different facets of the agency together, focusing the team's energy first on *how to think* about R3 issues in a strategic way, and then beginning to identify and understand the current situation and how to move the agency's efforts forward.

The workshop was organized as a 1.5- day event on February 27-28, 2018 at Chief Logan Lodge in Logan, West Virginia.

- Day 1 (February 27): 12:00 pm – 4:30 pm
- Day 2 (February 28): 8:30 am – 4:00 pm

The agenda for the workshop is in [Appendix C](#).

The goals of the workshop were:

1. Discuss R3 issues and trends in West Virginia and nationwide
2. Introduce the Outdoor Recreation Adoption Model (ORAM)
3. Map WVDNR R3 efforts on the ORAM
4. Assess R3 barriers and opportunities in West Virginia

Workshop Goal 1: Discuss R3 issues and trends in West Virginia and nationwide

While R3 has been discussed throughout the agency, workshop facilitators wanted to make sure workshop participants had a strong understanding of the importance of R3. First, the “three R’s” were defined and discussed in-depth.

- **Recruitment** – Attracting new participants
- **Retention** – Keeping existing participants actively engaged (licensed)
- **Reactivation** – Bringing previous participants who have drifted away from the activities back into the fold.

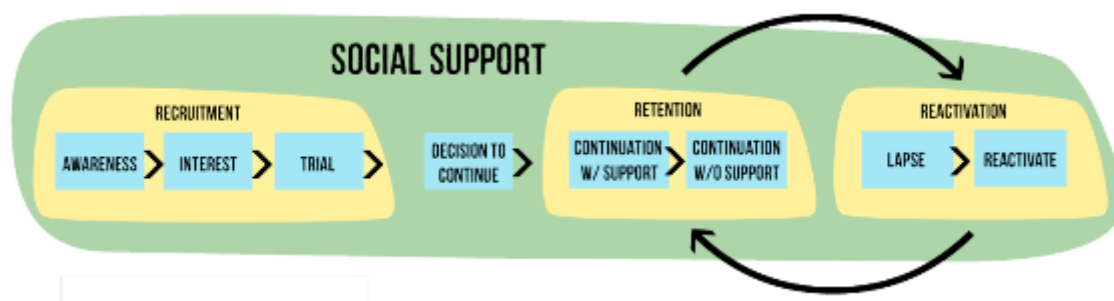
Following this discussion, the group was introduced to some national hunter and angler demographics.

- Anglers (at the time of the workshop) were composed of 73% males, 27% females, 86% Caucasian, and over 50% middle aged
- Hunters (at the time of the workshop) were composed of 89% males, 11% females, 94% Caucasian

After seeing the current demographics, workshop participants better understood the need to change behaviors and document the outcome of programs. They also understood that most current R3-focused programs were mainly single-contact programs focused on youth, with no retention or reactivation activities.

Workshop Goal 2: Introduce the Outdoor Recreation Adoption Model (ORAM)

Workshop 1 participants were introduced to an in-depth description of the Outdoor Recreation Adoption Model (ORAM). According to the Council to Advance Hunting and the Shooting Sports, “the ORAM illustrates, in a linear fashion, the steps that individuals move through as they learn about, try and then adopt a new activity or behavior and can be used to understand the difference between recruitment, retention and reactivation.” Additionally, the ORAM allows R3 program managers to build strategies and engage individuals in outdoor recreation and increase the impact of their efforts.



Workshop Goal 3: Map WVDNR Efforts on the ORAM

Each workshop participant was pre-assigned to a breakout group in one of the five R3 program areas (hunting, shooting sports, angling, boating and wildlife viewing). Groups were given two hours to map as many WVDNR R3 activities on the ORAM as possible. Groups quickly saw that each activity has a very different map, and certain activities overlap between more than one R3 area. The visual map assisted participants in understanding where programs needed improvement. The list of breakout group participants is in [Appendix D](#).

Workshop Goal 4: Assess R3 barriers and opportunities

Workshop 1 small group participants also identified the top three barriers and opportunities of each of the five R3 areas. After an hour and fifteen minutes of discussion, groups shared their findings with all workshop attendees. Once each group shared their findings, the overall top three barriers and opportunities were identified. (The complete list of barriers and opportunities broken up by R3 area can be found on pages 6-7).

Overall top 3 Barriers:

1. Communication
2. Lack of Evaluation
3. Resources/Funding

Overall top 3 Opportunities:

1. Electronic Licensing System
2. Communication
3. Partnerships

In addition to barriers and opportunities, it was discussed that WVDNR could play many essential roles in enhancing R3 efforts. The discussed roles included:

- Agency can provide resources for public enjoyment and conservation
- State Parks: Assist with evaluation and run certain programs
- Wildlife Resources: provide products, conserve products, and provide resource opportunities
- Commerce Communications: spread public awareness of opportunities and promote internal awareness

Workshop 2

To build on the first workshop's foundation, WVDNR hosted a second R3 workshop in October 2018 with a slightly reduced R3 Team (see Team list in [Appendix E](#)). In preparation for the second workshop, DJ Case worked closely with WVDNR interim R3 Coordinator Kayla Donathan to review past WVDNR R3 planning efforts, in particular focusing on the materials and products from the first workshop. In addition, DJ Case subcontracted the services of Matt Dunfee to better understand the people, programs, and issues identified during the first workshop, and how to best leverage that foundational work into a process for R3 Plan development.



At the workshop, DJ Case also utilized a real-time engagement tool called TurningPoint®. Using their smartphones, participants could provide honest feedback to “vote” on various items or topics to quickly find areas of group consensus, highlight topics for additional discussion, capture input for later analysis, and/or help prioritize lists of items. While participants were allowed to vote anonymously, some demographic values were captured (which division they work in, which district they’re from, etc.) to allow for some cross-tabulation analysis of results.

Workshop 2 Process

The workshop was organized as a 1.5-day event on October 16-17, 2018, at Chief Logan Lodge in Logan, West Virginia.

- Day 1 (Oct 16th) – 1pm to 5:00pm
- Day 2 (Oct 17th) – 8:00am to 4:00pm.

The agenda for the workshop is in [Appendix F](#).

The goals of the workshop were straightforward:

1. Review where we've been
2. Think about what we've got
3. Begin planning where we go from here



The initial PowerPoint presentation that DJ Case used to set the stage for the workshop is in [Appendix G](#).

Workshop Goal 1. Review where we've been

Because new people were added to the R3 Team since the first workshop, and to ensure that everyone was on the same page regarding R3 efforts, the workshop began with a review of core R3 concepts and key results from the first workshop.

First was an informal definition of the “three Rs” (recruitment, retention and reactivation) as well as description and discussion of the Outdoor Recreation Adoption Model (ORAM) (see the model in the Workshop 1 section above).

Facilitators stressed the importance of reviewing all present and future programs and activities against the model, to determine where they fit, how they serve to move people across the model, and how they can be assessed for effectiveness. The group also discussed the importance of building social support for program participants into every program and activity, wherever possible. Myriad studies have shown that social support is a critical factor for keeping participants engaged, and for moving them from step to step across the model. For more detail on the ORAM, go to www.cahss.org/ORAM/.

After the team's review of the basic R3 terminology and the ORAM model, Kayla Donathan presented a summary of WVDNR's R3 work to date. An important element of that work from the first workshop was a listing of the top three barriers to and opportunities for R3 efforts within each of the five program areas (hunting, shooting sports, angling, boating and wildlife viewing):

Hunting

Top 3 Barriers

- Communications/Marketing
- Lack of sufficient data for group targeting
- Staffing and time allocation

Top 3 Opportunities

- Develop program evaluation plans and a strategic R3 vision
- Marketing campaigns
- Better use of technology (websites, social media, etc.)

Shooting Sports

Top 3 Barriers

- Communication
- Resources
- Agency culture

Top 3 Opportunities

- Passionate participants
- Technology improvements
- Reallocation of funding

Angling

Top 3 Barriers

- Lack of communication
- Lack of evaluation
- Current attitudes

Top 3 Opportunities

- ELS system
- Abundance/quality of resources
- Electronic communications

Boating

Top 3 Barriers

- Marketing
- Communication
- Clear and concise strategy (staff time)

Top 3 Opportunities

- ELS system (mass marketing, ID user groups, integrate with other databases)
- Potential partnerships
- Communications Dept. (maximize public outreach per event)

Wildlife Viewing

Top 3 Barriers

- Evaluating programs/public buy-in
- Staffing (at capacity, don't have human dimensions analyst)
- Perceived cost/decreased federal funds

Top 3 Opportunities

- Public awareness/advocacy
- Partnerships (NGOs, state, federal)
- Market research opportunities

Overall

Top 3 Barriers

- Communication
- Lack of Evaluation
- Resources/Funding

Top 3 Opportunities

- ELS System
- Communication
- Partnerships



The team also reviewed and discussed a listing of current R3-related agency activities within the five key Program areas (Hunting, Shooting Sports, Fishing, Boating, Wildlife Diversity (Viewing)). (See the list in [Appendix H](#)). This list of programs was the basis for the program mapping exercise, which was a major segment of Goal 2 of the workshop. The Team also reviewed descriptive worksheets for each program that were completed at the initial R3 workshop ([Appendix I](#)).

Workshop Goal 2. Think about what we've got

It is a best practice for effective statewide R3 plans to map existing (and prospective) R3 programs and activities against the ORAM. This forces practitioners to consider fit, stakeholders, target audiences, and ways to assess effectiveness.

With the list of current programs and activities in hand and using a program mapping template developed by R3 practitioners in Texas, participants broke out into small groups by program area (Hunting, Shooting, Fishing, Boating, Wildlife Viewing) and spent the afternoon determining where and how each activity in their program area fit into or supported the ORAM model.

After completing this work, small groups reported what and how they mapped their activities against the ORAM model. The whole group was given opportunity to review, discuss, and edit these mappings, as appropriate. The following table shows the results of the program mapping exercise.

Table 1. WV DNR R3-related programs mapped against the Outdoor Recreation Adoption Model.

Recruitment			Retention			Reactivation		Social Support			
Awareness	Interest	Trial	Decision to Continue	Continue w/ Support	Continue w/o Support	Lapse	Reactivate	(1-4)	Can we measure outcomes?	Do we currently?	Partners?
HUNTING R3											
	Hunter Ed (online vs trad)							1 to 3	Yes	No	Volunteers, IHEA
	Laser Shot Trailer ADD TO SHOOT SPORT							2	Yes	No	
		Mentor Youth Hunts						3	Yes	No	Volunteers
	Hunt w/ Police							3	Yes	No	
	Apprentice License							2	Yes	No	
	Controlled Hunts in State Parks						Controlled Hunts in SP	2	Yes	No	
	Youth Hunt Seasons					Youth Hunt Season		1	Yes	No	
	Conservation Orgs						Cons Org	3	Yes	No	Multiple
	Primitive Weapon/Mountaineer Hunts								1	Yes	No
	Wounded Warrior Hunts						WWH	3	Yes	No	WW Foundation, Volunteers
	Class Q/XS Hunts						Class Q	1	Yes	No	
SHOOTING R3											
	Archery in Schools							4	Yes	No	Multiple
	Shooting Ranges							1	No	No	NRA
	Field Days							3	No	No	Multiple
	IBO Shoots							1	No	No	IBO Assoc, and NASP
	WVU Rifle Team							1	No	No	

Recruitment			Retention			Reactivation			Social Support			
Awareness	Interest	Trial	Decision to Continue	Continue w/ Support	Continue w/o Support	Lapse	Reactivate	(1-4)	Can we measure outcomes?	Do we currently?	Partners?	
Hunter Ed								4	Yes	Yes	Multiple	
FISHING R3												
Fishing Derby								1	Yes	No	Multiple	
Fish Stocking									1	Yes	No	
Free Fish Event						Free Fishing Event			1	No	No	
		Underage Priveledge						1	No	No		
Trout in Schools								2	No	No	Trout Unlimited	
School Fishing Clubs								3	Yes	No	Bass nation, local schools	
BOATING R3												
Boater Ed								2	Yes	No	Online classes	
Boat Ramps								2	Yes	No	Cities, Counties, local watershed groups	
Kayak ed groups in SP								3	Yes	No		
	Waterways		Waterways					1	Yes	No	Local watershed groups	
	DMV Collab			DMV Collab				1	Yes	No	DMV	
WILDLIFE VIEWING R3												
			Master Naturalist					2	Yes	No	WVU, Volunteers, Multiple	
Outdoor Class Present								1	Yes	No	Multiple	
Park Naturalist Act						Park Naturalist Act			2	Yes	No	
Wildflower								2	Yes	No	Multiple, Federation of ?	
Citizen Science, Eagle Days, Rattlesnake survey, Xmas Bird Survey, etc.							Cit Sci	3	Yes	Some?	Multiple	
Watchable Wildlife					WW		WW	1	No	No		
General/Combined R3												
Hunt and Fish Day							H + F Day	3	Yes	Yes	WV Wildlife Fed, NWTf, WVU, et al	
Youth Conservation Camps								1	Yes	No	WV DEP, USFS, WVU Extension,	
Wildlife Center								2	Yes	No		
Becoming an Outdoor Woman									4	Yes	No	Volunteers
	Int. Maps		Interactive Maps					1	No	No	WVU GIS Tech Center	
Mass Media									1	Yes	No	
Hunt/Fish Expo's									2	Yes	Some	Multiple
Social Media									1	Yes	No	
Nature Wonder weekend			Nature Wonder					2	Yes	No	Volunteers	
Non-Res College Hunt License							College	1	Yes	No		
							Lapsed Hunter/Angler eblast	1	Yes	No		
Quest Outdoor Skills Program					Outdoor Skills		Outdoor Skills	1	Yes	No		

A few things stand out based on review of the program mapping exercise.

Overall comments/suggestions:

- Partners can assist WVDNR in programming, evaluation and participant follow-up
- We need to focus on the best way to measure outcomes for each R3 activity
- We are going to further analyze the ORAM mapping and social support through an internal review by our Assistant Chiefs and make changes as necessary.

Hunting:

- There are large gaps in the retention area; we need to focus strongly on this area to ensure we don't lose participants
- Currently putting a large amount of effort into recruiting hunters, but are not following up or reaching out past that first touchpoint
 - o Need to create at least three follow-up activities to ensure hunters are continuing past their initial experience
 - o Partners can help with contact/follow-up activities
- Reactivation is somewhat covered, but need to focus more attention on lapsed hunters
- In WV, there is a strong social support for hunting activities

Shooting Sports:

- As with hunting, we are focusing on recruitment of shooting sports participants
- Have a strong need to focus on retention and reactivation
- Need to increase social support
 - o Can be done through partnerships and communication efforts

Fishing:

- As with other programs, we are strongly focused on recruitment
- Programs cover a broader range on the ORAM
- Many fishing activities are "feel good" events, but we do not contact participants afterward
- Must focus on retention and reactivation of anglers
- Need to increase social support
 - o Can be done through partnerships and communication efforts

Boating:

- Activities span the ORAM and do not consistently fall under one "R"
- A bit more difficult to assess because boating registration is managed by the Division of Motor Vehicles (DMV)
- Great opportunity to partner with other agencies/groups to promote boating R3
 - o DMV
 - o Local Watersheds
 - o Cities and counties
- Average social support – there is some room for growth, but it is higher than some other R3 activities

Wildlife Viewing:

- As with other programs, there is a large focus on recruitment
- Need to follow up on events and evaluate programs
- Fairly good social support, but could increase through partnerships and activities

General/Combined:

- Note somewhere: General/Combined R3 efforts span more than one of the designated R3 areas
- All programs need better evaluated
- Many of these programs cover a majority or all the ORAM
- Social support varies based on the activity
- Great opportunity to work closer with or increase partnerships

In addition to the program mapping, DJ Case used TurningPoint to better understand the Team's thoughts about the following questions that will help guide R3 Plan development:

Figure 1. Which of the following program areas needs the most focus in WV?

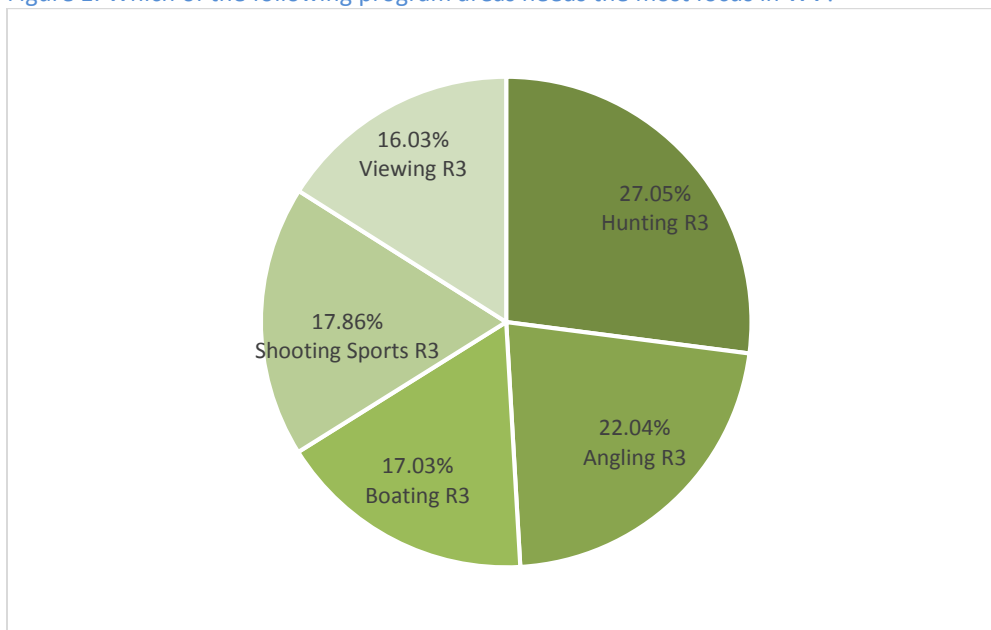
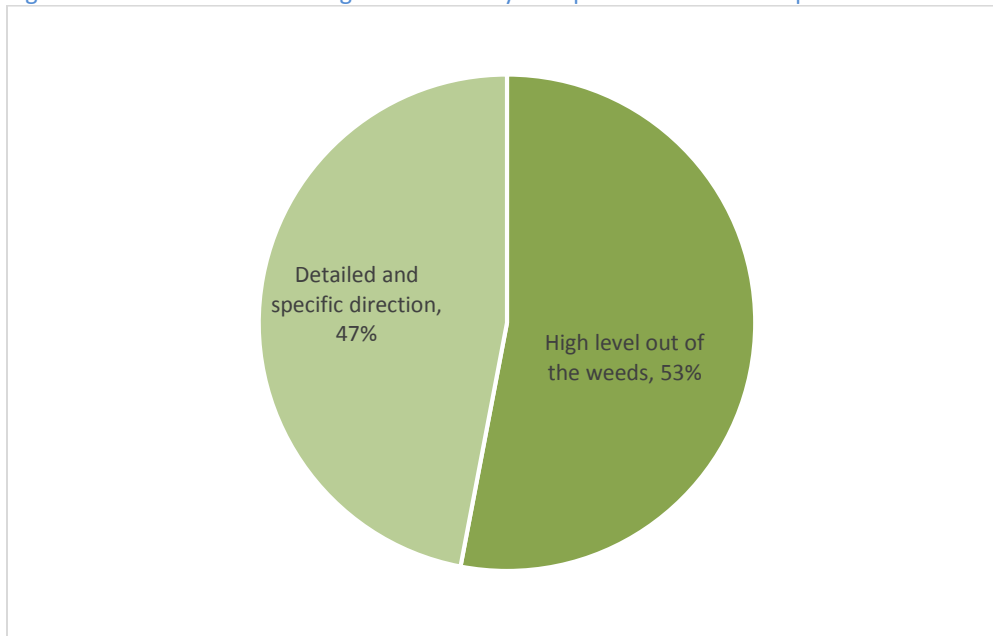
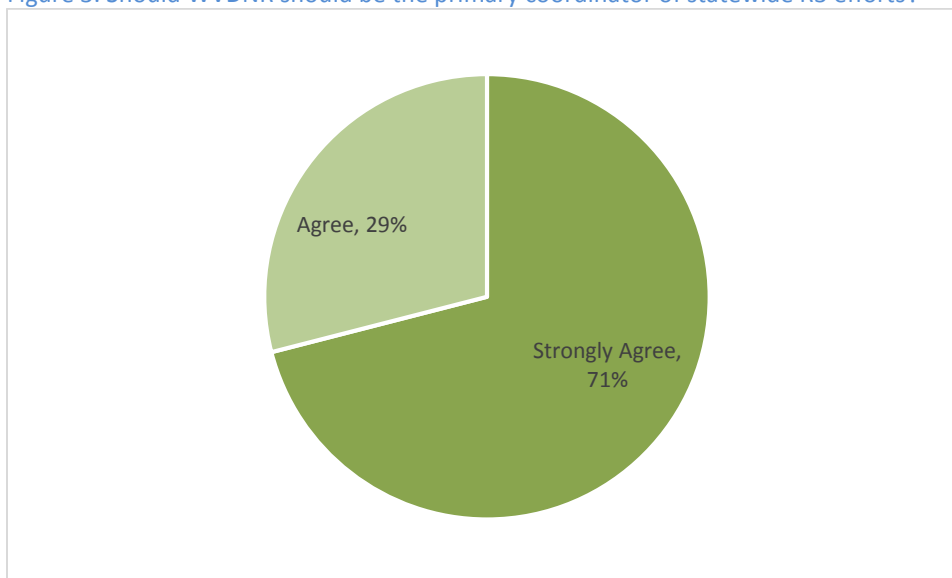


Figure 2. Which of the following BEST reflects your opinion about the scope of the R3 Plan?



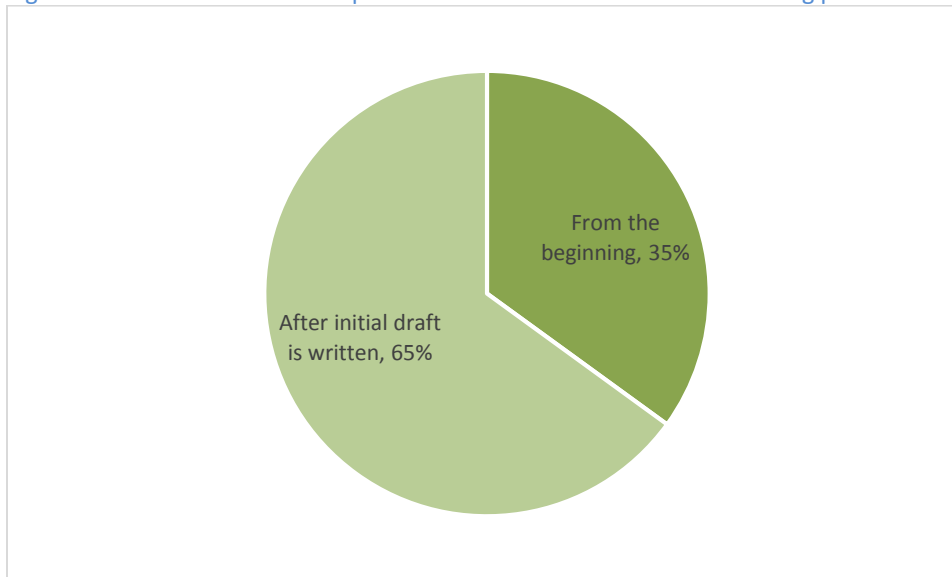
The group was split almost right down the middle, which indicates this area is ripe for more discussion about the pros and cons of both approaches.

Figure 3. Should WVDNR should be the primary coordinator of statewide R3 efforts?



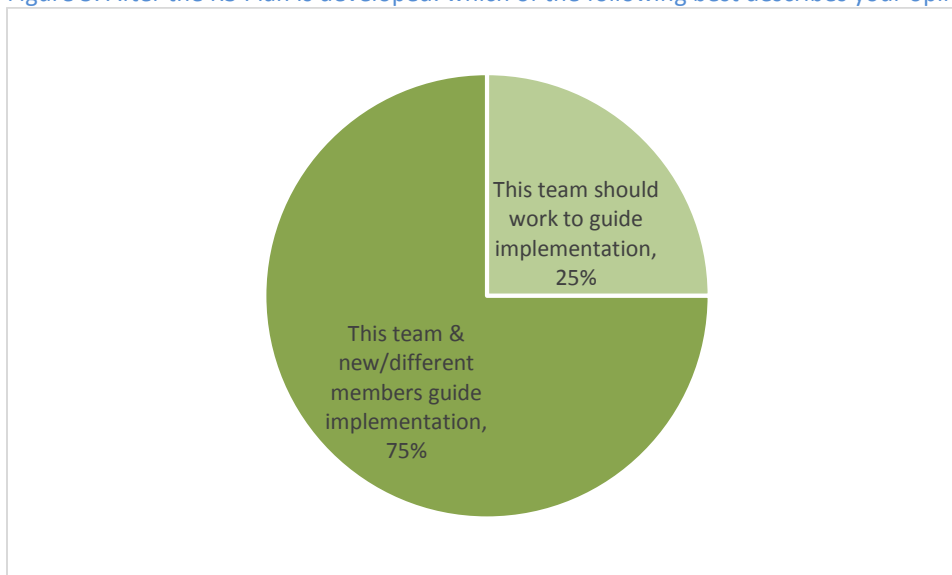
The entire group agreed (and the majority agreed strongly) that WVDNR was the obvious choice for coordinating statewide R3 efforts.

Figure 4. When should external partners be involved in the R3 Plan-writing process?



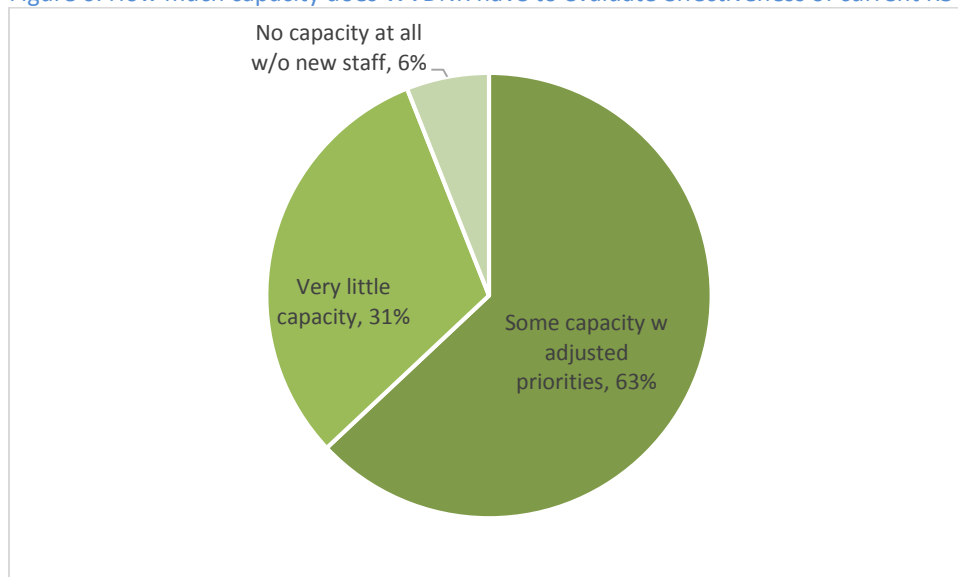
A strong third of participants felt that partners should be involved in R3 planning immediately, while the majority felt they should be engaged after WVDNR had a solid initial draft in place.

Figure 5. After the R3 Plan is developed, which of the following best describes your opinion?



Three-quarters of the Team felt there should be at least some additional (or different) members on the implementation team. This question deserves more discussion to find out who the additional team members should be.

Figure 6. How much capacity does WVDNR have to evaluate effectiveness of current R3 efforts?



It was interesting that a majority of participants feel WVDNR has capacity for evaluation if priorities can be adjusted to account for the additional time required.

See [Appendix J](#) for a full listing TurningPoint questions and results.

Workshop Goal 3. Begin planning where we go from here

With the program mapping exercise completed, the team turned its attention to development of the actual R3 Plan structure. DJ Case presented the elements of a typical approach and structure for strategic planning.

Goals – what are we trying to achieve with the R3 effort? What is its purpose?

Objectives – Specific things we want to accomplish in order to achieve the goals.

Strategies/Actions/Tasks – nested layers of actions that must be completed

Target Audiences – at whom are our efforts directed?

Evaluation/Assessment – how do we know if we succeeded?

Participants agreed to use these levels for the R3 Plan, and further agreed they wanted to build out these levels for each program area within the plan. Small groups developed the following initial list of goals for each program area:

Overarching R3 Goals:

1. Remain relevant with WV citizens.
2. Increase active participation in wildlife-associated outdoor recreation.
3. Create and maintain stakeholders for conservation.

Program-specific R3 Goals:

1. Hunting
 - a. Increase number of users/active participants
 - b. Increase license sales
 - c. Increase diversity
2. Shooting Sports
 - a. Increase active participation
 - b. Increase acceptance of shooting sports by the public
 - c. Increase participant diversity
3. Angling
 - a. Increase number of users/active participants
 - b. Increase license sales
 - c. Increase diversity
4. Boating
 - a. Increase number of users/active participants
 - b. Increase boating registration
5. Wildlife Viewing/Diversity
 - a. Increase active participants
 - b. Increase support for and public understanding of the relevancy and benefits of conservation

The remainder of the workshop was spent developing a “first cut” at objectives for each goal in the R3 Plan ([Appendix K](#)). A few of the other elements (actions, target audiences, metrics, etc.) were added wherever they were obvious or quickly agreed upon. This first cut should be considered to be the skeleton of the Plan, with a little muscle added here and there.

Each day of the workshop concluded with an evaluation of the process, accomplishments, and facilitation that was reviewed by the group at the start of the next day’s session to ensure that everyone had concerns addressed and all were in general agreement on the process, accomplishments, and next steps. Daily evaluation results are found in [Appendix L](#).

Of particular interest were answers participants gave when asked: “In your opinion, what is the most important next step to take to build out the R3 Plan?” Answers included:

- Agency needs to address internal capacity issues.
- Analyze existing data. Do more surveys.
- Create a survey for WV citizens to determine their current opinions toward the DNR and its programs/activities.
- Develop specific actions for each objective, determine feasibility of options, evaluate current data to help guide objectives.
- Do something. Decide who or where or how info collected is retained.
- Drafting and reviewing an R3 plan.
- Evaluate existing data to target our efforts. We can't just throw investment (time, money, resources, personnel, etc.) at the problem and expect it to improve the situation. We need to know where there is realistic hope for a breakthrough and success before we launch anything that constitutes a major project investment.

- Evaluate existing programs to inform decision making about where our available resources should be distributed in future efforts. We don't have the personnel, finances, or time to do everything in an effective manner.
- Evaluate what is working vs. what is not.
- Evaluate what we are currently doing to see what is working, what isn't and what can/needs to be expanded. Evaluate other states' R3 plans to see if there is anything glaring that we may have missed.
- Getting buy in from our partners once the plan is in draft form.
- Make draft, make edits, get buy in.
- Narrow the focus. I think we're still too broad, trying to be all to everyone. We don't have the resources anymore to throw time, effort, and money at everything.
- Prepare a final draft of the R3 Plan and roll it out to our internal & external partners.
- Put all notes together and create a more detailed yet clean outline of the information that participants can sit down on their own with and rethink through all the information after having time to clear our heads. Then to readdress any comments/concerns that may still linger before finalizing the first draft. Then bringing in new bodies and minds that have not been influenced by previous discussion to check for clarity of information.
- Reviewing information and drafting into plan "skeleton."
- Set realistic expectations given severe staffing limits.

Where to from Here?

Based on the results of our background research and the two R3 Team workshops, DJ Case proposes the following as next steps to complete the WV R3 Plan:

1. DJ Case submits situation analysis report and draft R3 Plan skeleton to WVDNR for review.
2. WVDNR staff considers the steps needed to build out the R3 Plan. At a minimum, this includes:
 - a. Review current list of goals for each program area—are they sufficient?
 - b. Review current list of objectives for each goal. What is missing? What else needs to happen to achieve the goals?
 - c. Make each objective as “SMART” (Specific, Measurable, Actionable, Realistic, and Time-Bound) as possible.
 - d. Add target audience(s) to each objective. In some cases, they will be very specific.
 - e. Add metrics (ways to measure success) for each objective.
 - f. Build out the list of actions needed to achieve each objective. In some cases, this may be simple and straightforward; other times, you may need to have nested levels of actions (e.g., strategies, actions, tasks, etc.) because the objective may be more complex.
 - g. Determine how action-oriented you want the R3 Plan to be. That is, you could build it out all the way to operational planning (assigning people, deadlines and budgets to actions) or you may want to keep it at a higher (strategic) level and do the operational planning separately. But you should make conscious decisions about this question.
Failure to assign specific people and timetables to tasks is the number one reason for ineffective strategic planning.
 - h. Assemble writing team(s) to write the actual Plan narrative.
 - i. Begin planning for partner/stakeholder engagement.
 - j. Begin planning for implementation of approved Plan.
3. WVDNR staff, DJ Case and RBFF conduct a conference call to discuss what role (if any) the contractor team might play to assist completion of this process.

The key weakness identified in the mapping exercise is the need for additional monitoring and assessment of program outcomes and effectiveness.

Appendix A: 2017 Hunter and Angler Numbers

Licensed Hunter and Angler Numbers for West Virginia

- West Virginia has experienced declining hunting and fishing license sales since 1997
- Current Resident Sportsmen (Class X) license sales – 2017 = 91,861
 - Down 29% from 1997 (130,091)
 - Down 19% from 2007 (113,178)
- Resident Hunting and Trapping (Class A) license sales 2017 = 15,526
 - Down 74% from 1997 (59,054)
 - Down 42% from 2007 (26,855)
- Resident Fishing (Class B) license sales – 2017 = 77,058
 - Down 23% from 1997 (99,564)
 - Down 9% from 2007 (84,725)
- Non-resident (Class E) hunting license sales – 2017 = 25,422
 - Down 42% from 1997 (43,708)
 - Down 16% from 2007 (30,256)
- Non-resident (Class F) fishing license sales – 2017 = 13,195
 - Up 16% from 1997 (11,400)
 - Up 8% from 2007 (12,259)
- Cumulative Lifetime license sales – 1987-2016 by license class:

- AB-L	35,800
- A-L	5,390
- B-L	1,736
- O-L	12,308
- AB-L-I	18,472
- A-L-I	169
- B-L-I	315
- O-L-I	6,865
- Number of adult Lifetime License sales declined since 2006 due to increase in license fees and have remained stable at approximately 250-300 per year
- Infant license sales continue to increase in number sold
- Note: License sales do not reflect the total number of hunters/anglers, e.g. landowners are not required to purchase a license to hunt/fish on their property
- The following factors can affect license sales:
 - License fees (price and buyer resistance)
 - Reclassification of license classes (privileges associated with license)
 - Hunter safety requirements
 - State to state migration (people leaving/entering state)
 - Churn rate
 - National churn rate averages 30-33%
 - Lack/loss of interest in hunting and/or fishing

Appendix B: 2016-2017 Agent vs Online License Sales

Agent vs Online Annual License Sales Comparison 2016-2017

2016	Total	Online	% of Sales	Agents	% of Sales
Annual Res	\$8,580,932.00	\$2,509,279.00	29.24	\$6,071,653.00	70.76
Annual Non Res	\$6,169,794.00	\$3,365,910.00	54.55	\$2,803,884.00	45.45
Annual Total	\$14,750,726.00	\$5,875,189.00	39.83	\$8,875,537.00	60.17
Lifetime	\$820,745.00				
Total	\$15,571,471.00				

2017	Total	Online	% of Sales	Agents	% of Sales
Annual Res	\$8,252,873.00	\$2,601,995.00	31.53	\$5,650,878.00	68.47
Annual Non Res	\$6,163,210.00	\$3,494,416.00	56.7	\$2,668,794.00	43.3
Annual Total	\$14,416,083.00	\$6,096,411.00	42.29	\$8,319,672.00	57.71
Lifetime	\$871,982.00				
Total	\$15,288,065.00				

Based on sales data for 2016 and 2017, WV Residents used agents more than online while Non-Residents used online more than agents. However, both groups are moving towards online purchases.

Appendix C: Workshop 1 Agenda

R3 Workshop Agenda February 27 – 28, 2018 Chief Logan State Park – Logan, WV

Tuesday, February 27

12:00pm – 1:00pm	Registration	Chief Logan Lodge
1:00pm – 1:30pm	Welcome and Workshop Expectations	McDaniel, Johansen and Dunfee
1:30pm – 2:30pm	National R3 Issues and Participation Trends	Baird, Hussey and Dunfee
2:30pm – 3:00pm	Participation Trends in West Virginia	Brown
3:00pm – 3:15pm	Break	
3:15pm – 4:30pm	Outcomes versus Outputs & ORAM	Dunfee
5:00pm	Social	Chief Logan Lodge
6:00pm	Dinner	Chief Logan Lodge

Wednesday, February 28

8:30am – 9:00am	Mapping Success: Using the ORAM to Assess R3 Efforts	Dunfee
9:00am – 11:00am	Breakout Session #1: Map R3 Efforts by Participation Category - Identify how each R3 effort addresses participant pathways. - Assess how each R3 effort is evaluated, funded and supported. - Identify where partnerships can be developed.	WVDNR
11:00am – 11:15am	Break	
11:15am – 11:45am	Reconvene/Large Group Discussion: How can programs come together to create multi-participant pathways?	Dunfee
11:45am – 12:00pm	Remarks	Secretary H. Woody Thrasher
12:00pm – 1:00pm Chief Logan Lodge	Lunch	
1:00pm – 2:45pm	Breakout Session #2: Rapid Assessment of R3 Priorities - Identify barriers, opportunities and organizational roles.	WVDNR
2:45pm – 3:00pm	Break	
3:00pm – 3:30pm	Reconvene/ Large Group Discussion: Identify immediate, mid- term and long-term steps.	WVDNR
3:30pm – 4:00pm	Wrap-up and Discuss Next Steps	Baird, Hussey, Dunfee and Johansen

Appendix D: Workshop 1 Participants and Breakout Groups

Hunting – Group 1

Bartley, Chris
Barton, Ethan
Belcher, Kristen
Duffield, Dwayne
Foster, Gary
Johnson, Bob
Pack, Dee
Rauch, Steve
Reed, Brad
Richmond, Eric

Shooting Sports – Group 2

Crawley, James
Goodson, Ed
Hawkins, Kim
Krantz, Keith
Morris, Holly
Mullins, Verena
O' Bara, Chris
Ryan, Chris
Strawn, Lee

Angling – Group 3

Elliot, Danielle
Floyd, Steve
Hedrick, Jim
Hevener, Eric
Jackson, Jacob
Smith, Dustin
Thorne, Dave
White, Kenneth
Willard, Katie
Williams, Frank

Boating – Group 4

Hansbarger, Jeff
Kennedy, Charlie
Mullins, Gregg
Rheinlander, Bill
Smith, Samantha
Thompson, Sheldon
Wellman, Dave
White, Timothy
Zipfel, Katie

Wildlife Viewing - Group 5

Carpenter, Colin
Cook, Deana
Fregonara, Jim
Hajenga, Jeff
O'Malley, Kieran
Speciale, Sam
Summers, Sissie
Warner, Scott

Observing several groups:

Kayla Donathan
Paul Johansen
Zack Brown
Stephen McDaniel
Cyrus Baird (CAHSS)
Stephanie Hussey (RBFF)
Joanne Martonik (RBFF)
Matt Dunfee (WMI)

****Highlight identifies group leader****

Appendix E: Workshop 2 Participants

Workshop Participants (and their relative area of Program expertise):

Hunting

Matt Stover, Natural Resources Police Officer
Tyler Evans, Wildlife Biologist
Ethan Barton, Assistant Game Biologist
Lauren Cole, Naturalist at Chief Logan State Park

Shooting Sports

Paul Johansen, Chief of Wildlife Resources Section
Kayla Donathan, Public Information Specialist
Barb Sargent, Environmental Resources Specialist

Angling

Dustin Smith, Assistant District Fisheries Biologist
Chris Bartley, Park Naturalist
Lt. Col. David Trader, Natural Resources Police Officer

Boating

Charlie Kennedy, Administrative Services Manager
Katie Zipfel, Wildlife Biologist
Sgt. Tim White, Natural Resources Police Officer
Zack Brown, Assistant Chief of Operations

Wildlife Viewing

Sissie Summers, Tourism Program Specialist
Colin Carpenter, Wildlife Biologist
Sam Speciale, Public Information Specialist

*Observing – Col. Jerry Jenkins, Natural Resources Police Officer

Appendix F: Workshop 2 Agenda

AGENDA

R3 Planning Workshop
Chief Logan State Park

October 16-17, 2018

Tuesday, October 16, 2018

- 1:00p Welcome, Set the stage, Introductions
 Workshop Goals: Review where we've been
 Think about what we've got
 Begin planning where we go from here
- Review of R3, ORAM, Planning Efforts to Date
 Program/Activity Mapping
 Discussion of Partner Engagement
 Assess Capacity and Direction
- 5:00p Adjourn

Wednesday, October 17, 2018

- 8:00a Review of Day 1
 Finish Program Mapping
 R3 Goals (Overall and for each Program Area)
 Target Audiences
- Noon Lunch
 Objectives, Strategies, Actions
 Next Steps
- 4:00p Adjourn

Appendix G: Workshop 2 PowerPoint



R3 Planning Workshop



October 16-17, 2018

Chief Logan Lodge

1

Introductions



- Name
- Where you're from originally
- Your position at WV DNR
- How/where you "fit" into the R3 landscape.

2

DJ Case & Associates

- **Best Practices in Boating, Fishing, and Aquatic Resources Stewardship, Recreational Boating and Fishing Foundation.**



DJ Case worked with the RBFF to develop a series of groundbreaking, easy to use products based on the research document Defining Best Practices in Boating, Fishing, and Stewardship Education. The goal was to reference the findings in the technical document to develop products that any educator could use to enhance programs. To gather expert feedback, we coordinated and solicited input from a diverse, 30-member review panel, RBFF staff and its Education Task Force.



3

DJ Case & Associates

- **National Shooting Sports Foundation Best Practices**



DJ Case facilitated a Think Tank of experts to develop Best Practices for Hunting and Shooting Recruitment and Retention. We packaged these best practices into tools for state agencies and their partners to use for recruiting and retaining hunters and shooters.

4

DJ Case & Associates



- Hunting Heritage Partnership
 - NE turkey hunting license sales
 - TN hunting license sales
 - NV research and outreach
 - IN pilot youth R&R program
 - Developed HHP *Most Effective Methods*.

DJCase
& associates
Engaging people in conservation

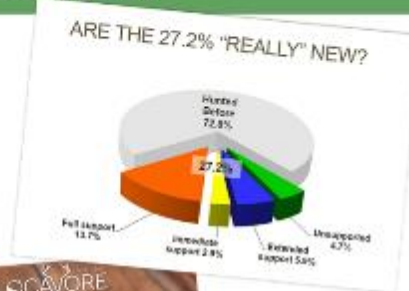


5

DJ Case & Associates



- AZ Focus Groups
- Locavore Guide



DJCase
& associates
Engaging people in conservation

6

DJ Case & Associates



- NE Tall Stubble Program Focus Groups



DJCase
& associates
Engaging people in conservation

- North American Waterfowl Management Plan (NAWMP)



7

DJ Case & Associates



- Current efforts:
 - WMI Industry Summit
 - QDMA Strategic Plan
 - TN Deer Plan
 - OK state plan
 - FL R3 Plan
 - TX R3 Plan
 - AZ Outdoor Skills Network
 - AK Fishing Regulations.

DJCase
& associates
Engaging people in conservation

8

Why Are We Here?



- Hunters, shooters, anglers, boaters and wildlife viewers are important to the agency, but declining
- Begin/continue development of statewide R3 Plan to stem the tide and build on success
- You are important to successful development and/or implementation of the R3 Plan
- Systematic strategic planning process can help.

9

Why Formal Planning?



- Identify who we are and what we are about
- Identify what we want to accomplish
- Prioritize the things we want to accomplish
- Identify our target audiences/customers
- Identify specific actions, make assignments, set timeframes
- Set metrics to evaluate success
- Develop shared expectations.

10

Think about...



- There are literally hundreds of things we could do
- Doing any of these things would be better than doing nothing
- We have limited resources (time, money, “juice”)
- Who decides what things we pursue? And when? And who will play the specific roles needed?
- The Plan should not be “prescriptive.” Guidance to keep us doing the things we MOST want to do.

11

It can be confusing or messy because:



- Different names for different functions
- Some items may “cross boundaries”
- Some items are moving targets
- Some things are beyond our control

BUT...

12

Benefits



- Strategic R3 planning helps keep us on track and helps us avoid “mission-creep”
- Helps us complete more objectives than we could have without it
- The Plan is just guidance—we can change it however/whenever we want
- So how do we do it?

13

Agenda – Day 1



1:00 PM Welcome Set the Stage, Introductions

- Workshop goals
- Review of R3, ORAM, and Planning to date
- Review of Barriers and Opportunities
- Program Mapping
- Discussion of Partner Engagement
- Situation Analysis Questions

5:00 PM Adjourn

14

Agenda – Day 2



8:00 AM Review of Day 1

- R3 goals-Overall and by Program Area
- Target Audiences

Lunch

- Objectives, Strategies, Actions
- Next Steps

4:00 PM Adjourn

15

Workshop Goals



- Review where we've been
 - R3 planning efforts to date
 - Barriers and opportunities
- Think about what we've got
 - Program mapping
 - Holes in the ORAM that we're not filling
- Begin planning where we go from here
 - Type/format of R3 Plan
 - Goals for each program area
 - Target audiences
 - Objectives, strategies, actions

16

Considerations/Ground Rules



- “Brutal honesty” ...guideline for our session
- Your chance to influence the big picture – speak up!
(But don’t dominate)
- Treat everyone with respect – even if you disagree
- It will be a loose process – we will adjust on the fly
- Minimize electronic distractions
- I apologize in advance...

17



Review Where We’ve Been



October 16-17, 2018

Chief Logan Lodge

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R3 – The Basics



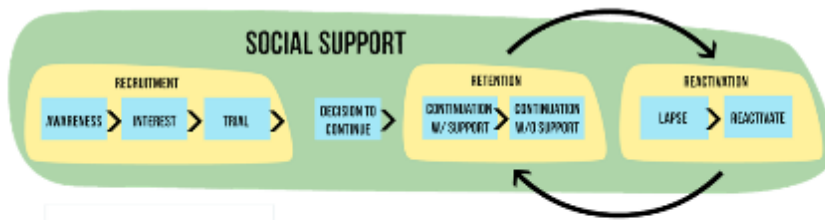
- **Recruitment** – Attracting new participants
- **Retention** – Keeping existing participants actively engaged (licensed)
- **Reactivation** – Bringing previous participants who have drifted away from the activities back into the fold.

19

Path to Adoption - ORAM



- **Outdoor Recreation Adoption Model**



20

Where We've Been



- Past R3 efforts in West Virginia include:
 - Leadership support
 - Analyzed 20 years of license sales
 - Developed R3 Steering Committee
 - R3 Workshop in February
 - Involvement in regional and national R3 efforts
 - SEAFWA/NEAFWA

21

Barriers and Opportunities



Angling

- Barriers
 - Lack of communication
 - Lack of evaluation
 - Current attitudes
- Opportunities
 - ELS system
 - Abundance/quality of resources
 - Electronic communications

22

Barriers and Opportunities



Wildlife Viewing

- Barriers
 - Evaluating programs/public buy-in
 - Staffing (at capacity, don't have human dimensions analyst)
 - Perceived cost/decreased federal funds
- Opportunities
 - Public awareness/advocacy
 - Partnerships (NGOs, state, federal)
 - Market research opportunities

23

Barriers and Opportunities



Shooting Sports

- Barriers
 - Communication
 - Resources
 - Agency culture
- Opportunities
 - Passionate participants
 - Technology improvements
 - Reallocation of funding

24

Barriers and Opportunities



Boating

- Barriers
 - Marketing
 - Communication
 - Clear and concise strategy (staff time)
- Opportunities
 - ELS system (mass marketing, ID user groups, integrate with other databases)
 - Potential partnerships
 - Communications Dept. (maximize public outreach per event)

25

Barriers and Opportunities



Hunting

- Barriers
 - Communications/Marketing
 - Lack of sufficient data for group targeting
 - Staffing and time allocation
- Opportunities
 - Develop program evaluation plans and a strategic R3 vision
 - Marketing campaigns
 - Better use of technology (websites, social media, etc.)

26

Barriers and Opportunities



OVERALL

- Barriers
 - Communication
 - Lack of Evaluation
 - Resources/Funding
- Opportunities
 - ELS System
 - Communication
 - Partnerships

27



Think about What We've Got



October 16-17, 2018

Chief Logan Lodge

28

Hunting	Shooting Sports	Fishing	Boating	Wildlife Diversity	General/Combined
Hunter Ed. Classes	Archery in the Schools	Packing Certificates (License and Guide Beaver)	Boater Education	Master Naturalist	National Hunting and Fishing Day
AMNH Jakes Day Events	Public Shooting Ranges or WMMA	Fat and bass trout stockings	Learning, Lockies and Cast	Outdoor Classroom presentations	Conservation Camp
Laser Shot Trailer	Standard clay shooting ranges (Capeston and Cresset)	Goat Run	Developing waterways	WV Wildlife Center (French Creek)	Mountaineer Days State
Monitored youth aquatics and amateur hunt	Potomac Co. Rod and Gun Club	Adult catfish stockings	Kayak Instruction (Beach Park, Watago, Capeston, North Bend)	Turk National activities	Boy Scouts events
Hunt with NHD	Weekend days	Fresh fishing weekend		Wildflower Wignage	Beginning and Outdoor Women
Apprentice Hunting License	Weekend days	Underage Free License		Single young women	WV Arts and Wildlife
Youth Season	EO chapter programs	Trout in the Schools (Trout Unlimited)			Hunting and Fishing Shows
Controlled hunt on parks		High School Bass Tournament (BASS Nation)			Nature Wonder Weekend
youth hunting seasons (deer, turkey, quail, waterfowl)		in-school fishing clubs (need list)			non-credit college student license
WMMA Field days (20 Shoots adults and kids)					topical issues (zoo/le campaign)
					Guest program
					Communications list of support for MS
					research and information



Project Overview			Project Details		Project Progress		Project Budget		Project Status	
Project Name	Project ID	Project Type	Project Manager	Project Location	Project Start Date	Project End Date	Project Budget	Project Status	Project Risk	Project Notes
Project A										
Project A - Phase 1										
Project A - Phase 2										
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Project A - Phase 160										
Project										

38

Partner Engagement



- Who are our Partners for these efforts?

31



Assess Capacity & Direction



October 16-17, 2018

Chief Logan Lodge

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TurningPoint Polling



- "Clickers" or Smart Devices capture participant responses
- Data captured anonymously
- Go to: www.responseware.com
 - Session ID: **WVR3**
 - Sign in using the tree species on your agenda – *please also use this tomorrow so we can link responses together.*



Where is Chief Logan originally from?



- 23.5% 1. Ohio
- 29.4% 2. Kentucky
- 29.4% 3. Virginia
- 5.9% 4. Pennsylvania
- 11.8% 5. Delaware



What tribe is Chief Logan from?



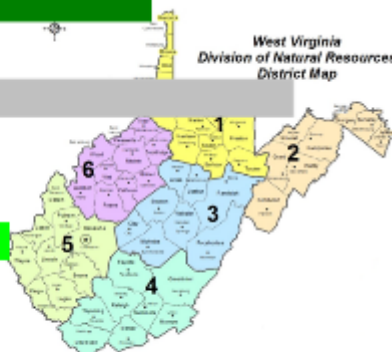
- 47.1% 1. Shawnee
- 11.8% 2. Cherokee
- 17.6% 3. Cayuga
- 17.6% 4. Pawnee
- 5.9% 5. Tutelo
- 0.0% 6. Mohetan



In which district do you work MOST?



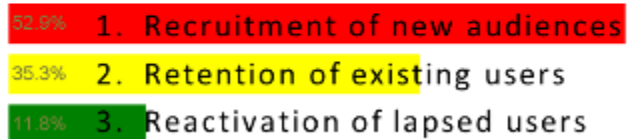
- 5.0% 1. District 1
- 11.8% 2. District 2
- 23.5% 3. District 3
- 5.9% 4. District 4
- 29.4% 5. District 5
- 5.0% 6. District 6
- 0.0% 7. Several
- 17.8% 8. Statewide



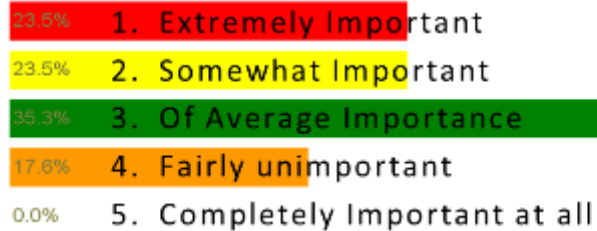
Which section do you work for?



What part of the adoption process do you think DNR has the most capability to influence:



How important is the topic of recruitment, retention, and reactivation (R3) in your daily work?



Which of the following program areas needs the most focus in WV? (select in order of importance)



3. Which of the following BEST reflects your opinion about the scope of the R3 Plan?



52.9%

1. It should be high level and stay out of the weeds

47.1%

2. It should be detailed and provide specific direction to implementers

4. How much do you agree with the following statement:



WV DNR should be the primary coordinator of statewide R3 efforts?

70.6%

1. Strongly Agree

29.4%

2. Agree

0.0%

3. Neutral

0.0%

4. Disagree

0.0%

5. Strongly Disagree

When should external partners be involved in the R3 Plan-writing process:



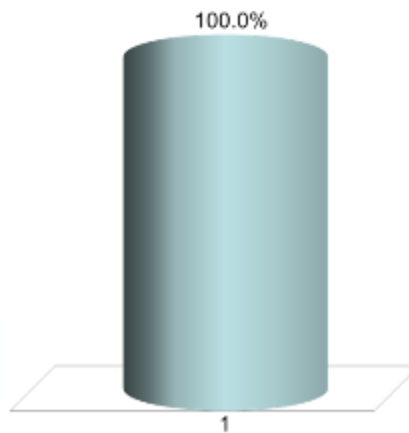
- 85.3% 1. From the beginning
- 64.7% 2. After an initial draft is written
- 0.0% 3. After the plan is finalized in DNR
- 0.0% 4. Never – we don't need them

Does this team contain the right people/positions to develop an effective R3 Plan?



- 70.6% 1. Yes
- 5.9% 2. No
- 23.5% 3. Not Sure

If you answered "No," what else is needed?



45

After the R3 Plan is developed, which of the following BEST describes your opinion:



- 25.0% 1. This team should continue working to guide implementation
- 0.0% 2. A new/different team should be assembled to guide implementation
- 75.0% 3. A hybrid of A and B
- 0.0% 4. No team is needed to guide implementation

How much capacity does WV DNR have to evaluate the effectiveness of current R3 efforts?



- 0.0% 1. Got it covered!
- 62.5% 2. Some capacity, if we adjust priorities
- 31.3% 3. Very little capacity
- 6.3% 4. No capacity at all; need new staff

Please rate the content we covered today, where 1="it's exactly what I hoped we'd cover," and 5="we didn't cover anything that was important to me."



- 17.65% A. What I Hoped We'd Cover
- 29.41% B. 2
- 52.94% C. 3
- 0.00% D. 4
- 0.00% E. We Didn't Cover Anything Important to Me

Mean = 2.35

Standard Deviation = 0.76

Please rate the pace of the workshop so far,
where 1=too slow, 3=just right, and 5=too fast.



0.00% A. Too slow
52.94% B. 2
41.18% C. 3 Just right
5.88% D. 4
0.00% E. Too fast

Mean = 2.53

Standard Deviation = 0.61

49

Please rate Phil Seng as moderator, where
1=excellent and 5=poor.



64.71% A. Excellent
29.41% B. 2
5.88% C. 3
0.00% D. 4
0.00% E. Poor

Mean = 1.41

Standard Deviation = 0.60

50



R3 Planning Workshop



October 16-17, 2018

Chief Logan Lodge

51

Agenda – Day 2



8:00 AM Review of Day 1

- Finish Program Mapping
- R3 goals
- Target Audiences

Lunch

- Objectives, Strategies, Actions
- Next Steps

4:00 PM Adjourn

52

What part of the adoption process do you think DNR has the most capability to influence:



- 52.9% 1. Recruitment of new audiences
- 35.3% 2. Retention of existing users
- 11.8% 3. Reactivation of lapsed users

Which of the following program areas needs the most focus in WV? (select in order of importance)



- 27.05% A. Hunting R3
- 22.04% B. Angling R3
- 17.03% C. Boating R3
- 17.86% D. Shooting Sports R3
- 16.03% E. Wildlife Viewing R3

3. Which of the following BEST reflects your opinion about the scope of the R3 Plan?



- | | |
|-------|---|
| 52.9% | 1. It should be high level and stay out of the weeds |
| 47.1% | 2. It should be detailed and provide specific direction to implementers |

4. How much do you agree with the following statement:



WV DNR should be the primary coordinator of statewide R3 efforts?

- | | |
|-------|----------------------|
| 70.6% | 1. Strongly Agree |
| 29.4% | 2. Agree |
| 0.0% | 3. Neutral |
| 0.0% | 4. Disagree |
| 0.0% | 5. Strongly Disagree |

When should external partners be involved in the R3 Plan-writing process:



- 85.3% 1. From the beginning
- 64.7% 2. After an initial draft is written
- 0.0% 3. After the plan is finalized in DNR
- 0.0% 4. Never – we don't need them

After the R3 Plan is developed, which of the following BEST describes your opinion:



- 25.0% 1. This team should continue working to guide implementation
- 0.0% 2. A new/different team should be assembled to guide implementation
- 75.0% 3. A hybrid of A and B
- 0.0% 4. No team is needed to guide implementation

Percentage	Response
0.0%	1. Got it covered!
62.5%	2. Some capacity, if we adjust priorities
31.3%	3. Very little capacity
6.3%	4. No capacity at all; need new staff



Goals



- Goals - overarching
- Goals - by program area
 - Objectives
 - Strategies
 - Actions
 - » Tasks

61

Goals



- Goals are generally at the “30,000-foot level.”
- What are we trying to *achieve* with the R3 effort overall?
- What is its *purpose* for being?

62

Plan Goals – Discuss, then Rank



- What should be the ultimate goal or goals of the WV R3 plan?
- “Go to: www.responseware.com
 - Session ID: **WVR3B**
 - Sign in using the tree species on your agenda – *please also use this tomorrow so we can link responses together.*



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Overarching Plan Goals



- 30.24% A. Remain relevant to WV citizens
- 37.31% B. Increase active participation in outdoors
- 32.45% C. Create/maintain stakeholders for cons.

64

Goals – by Program Area



- Goals are generally at the “30,000-foot level.”
- What are we trying to *achieve* in each program area?
- What is the purpose of the program area?

65

Plan Goals - Hunting



33.33% A. Increase active users

33.33% B. Increase license sales

33.33% C. Increase diversity

66

Plan Goals - Boating



50.00% A. Increase active users

50.00% B. Increase registration sales

67

Plan Goals - Angling



33.33% A. Increase active users

33.33% B. Increase license sales

33.33% C. Increase diversity

68

Plan Goals – Viewing/Diversity



50.00% A. Increase active participants

50.00% B. Increase public support/relevance

69

Plan Goals - Shooting



33.33% A. Increase active participation

33.33% B. Increase acceptance of shooting sports

33.33% C. Increase participant diversity

70



R3 Planning Workshop



Objectives

71

Objectives



- Specific things we need to accomplish in order to achieve our goals.
- Objectives should be “SMART”
 - S** – Specific
 - M** – Measureable
 - A** – Actionable
 - R** – Realistic
 - T** – Time-bound.

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Objectives



- Specific things we need to accomplish in order to achieve our goals.
- Objectives should be "SMART"
- Create them for every program area goal
- You can nest Strategies, Actions, Tasks beneath Objectives as needed
- Small group exercise.

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Next Steps



1. DJ Case processes workshop materials. Creates and provides comments on initial working draft.
2. WV DNR R3 leadership reviews and determines process – small group work? Calls/webinars? Follow up workshop?
3. External/stakeholder engagement

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R3 Planning Workshop



October 16-17, 2018

Chief Logan Lodge

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Please rate the content we covered today, where 1="it's exactly what I hoped we'd cover," and 5="we didn't cover anything that was important to me."



- | | | |
|--------|----|--|
| 18.75% | A. | What I Hoped We'd Cover |
| 75.00% | B. | 2 |
| 6.25% | C. | 3 |
| 0.00% | D. | 4 |
| 0.00% | E. | We Didn't Cover Anything Important to Me |

Mean = 1.88

Standard Deviation = 0.48

76

Please rate the pace of the workshop today,
where 1=too slow, 3=just right, and 5=too fast.



5.88% A. Too slow

41.18% B. 2

47.06% C. 3 Just right

5.88% D. 4

0.00% E. Too fast

Mean = 2.53

Standard Deviation = 0.70

77

Please rate Phil Seng as moderator, where
1=excellent and 5=poor.



41.18% A. Excellent

41.18% B. 2

17.65% C. 3

0.00% D. 4

0.00% E. Poor

Mean = 1.76

Standard Deviation = 0.73

78

Please rate the value of this workshop to the development of our R3 Plan, where 1=excellent and 5=poor.



29.41% A. Excellent

41.18% B. 2

29.41% C. 3

0.00% D. 4

0.00% E. Poor

Mean = 2.00

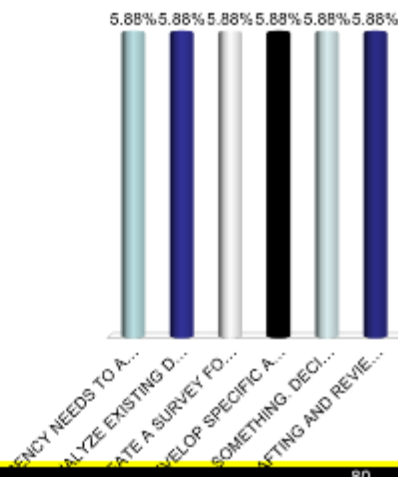
Standard Deviation = 0.77

79

In your opinion, what is the most important next step to take to build out the R3 Plan?



Rank	Responses
1	AGENCY NEEDS...
2	ANALYZE EXIS...
3	CREATE A SUR...
4	DEVELOP SPEC...
5	DO SOMETHING...
6	DRAFTING AND...



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R3 Planning Workshop



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Appendix H: WVDNR R3 Activities by Program

Hunting	Shooting Sports	Fishing	Boating	Wildlife Diversity	General/Combined
Hunter Ed. Classes	Archery in the Schools	Fishing Derbies (Bowden and Little Beaver)	Boater Education	Master Naturalist	National Hunting and Fishing Day
Laser Shot Trailer	Public Shooting Ranges (lump WMA's and clay ranges)	Fish Stockings (trout ad catfish and Gold Rush)	Launching facilities and sites	Outdoor Classroom presentations	Youth Conservation Camps (Conservation Camp, Boys State, Girls State, Boy Scout events)
Mentored youth squirrel and antlerless hunt	Field days sponsored by Cons Orgs (Rod and Gun Club, WVBA, etc.)	Free fishing weekend	Developing waterways	Park Naturalist activities (Zones and pollinator, Elk tours)	WV Wildlife Center (French Creek)
Hunt with NRPO	IBO shoots	Underage free license	Kayak instruction (Beech Fork, Watoga, Cacapon, North Bend)	Wildflower Pilgrimage	Becoming and Outdoors Woman
Apprentice Hunting License	Collaboration with WVU Rifle Team	Trout in the Schools (Trout Unlimited)	DMV Collaboration (boating regs, promotion)	Citizen Science (Eagle survey/watches, Xmas Bird Survey, etc.)	Interactive maps
Controlled hunts on parks	Hunter Ed	School fishing clubs (lump High School Bass Tournament (BASS Nation + in-school		Watchable Wildlife viewing program)	Mass Media Coordination (WCHS WV Wildlife, TV, Radio)
Youth hunting seasons (deer, turkey, squirrel, waterfowl)					Hunting and Fishing Shows/Expos
Conservation Org Field Days (lumped NWTF and WVBA, etc.)					Social Media Outreach
Primitive Weapon Season					Nature Wonder Weekend
Wounded Warrior Hunts					Non-resident college student license
Dog Field Trials (?)					Lapsed hunter/angler campaigns
					Quest program
					Communications list of support for R3
					License unit information

Appendix I: R3 Participant Worksheets

Worksheet for Each R3 Effort

FOR WV R3 WORKSHOP

This Worksheet is designed to help assess each of your R3 efforts as part of the Outdoor Recreation Adoption Model (ORAM) mapping exercise.

Name of R3 Effort:

Boater Education Class

1. What threat(s) to participation is the R3 effort addressing?

access to take class ~~at present~~ - required of drivers younger than 1986
provide 1 on 1 class if desired
online class not providing 1 on 1
education of need for class to participate

2. Who is the target audience (be specific)?

boat drivers (specifically those born after Dec. 1, 1986)

3. How is the R3 effort being evaluated?

none
potential for it, yes (ask for cards on boats, accidents require info)

4. How is/could the R3 effort connect with a next step or next effort to advance participants farther down the ORAM?

follow up survey about boater safety of course participants
make hands on class more appealing to increase 1 on 1 interaction

5. What do you currently need to increase the effectiveness of the effort?

Campaign for class awareness

6. What partners can assist with needs and/or provide next steps for participants?

DMV - send out info with registration (reminders for lapsed registration)
→ additions of requirement in regulations
Marinas/Rentals ~~Boats~~ → check for requirement
Sales Reps → include info for class
Tournament applications

Worksheet for Each R3 Effort

FOR WV R3 WORKSHOP

This Worksheet is designed to help assess each of your R3 efforts as part of the Outdoor Recreation Adoption Model (ORAM) mapping exercise.

Name of R3 Effort:

Boating Access

1. What threat(s) to participation is the R3 effort addressing?

• access to the resource → less travel time, improved ramps/facilities

2. Who is the target audience (be specific)?

• existing boat owners (kayakers, canoes, etc)
• future kayak, canoe owners (small craft) → recreationalists

3. How is the R3 effort being evaluated?

None

4. How is/could the R3 effort connect with a next step or next effort to advance participants farther down the ORAM?

• better signage - promote fishing at access sites
• advertise w/ local watershed groups
• ? register small craft for boater info
• trail map w/ access sites
• hand out materials @ boat dealers, small craft sales
* Social Media awareness/advertising new spots

5. What do you currently need to increase the effectiveness of the effort?

• communication w/ public - interaction with locals
• ↑ social media post to ↑ awareness of new & current sites, float trips, fishing trips
• tap into WV wildlife shows
• better signage
• work with boat dealers to provide materials to new boaters (regs, access maps)
(~~to~~ never run out of materials)

6. What partners can assist with needs and/or provide next steps for participants?

• boat dealers & small craft sales → provide materials about regs, maps, etc.
• WV wildlife show
• Boat & RV Shows
• ELS Survey about boating

~~Communicate with participants~~

Worksheet for Each R3 Effort

FOR WV R3 WORKSHOP

This Worksheet is designed to help assess each of your R3 efforts as part of the Outdoor Recreation Adoption Model (ORAM) mapping exercise.

Name of R3 Effort: Becoming an Outdoors Woman - Boat operation/Trailer

1. What threat(s) to participation is the R3 effort addressing?

- ① lack of knowledge and skills
- ② need for stress-free env. to learn

2. Who is the target audience (be specific)?

- women w/ husbands/Bfs with boats → help with operation
- adult females w/ interest in boating looking to ↑ skills in stressfree environment

3. How is the R3 effort being evaluated?

None

4. How is/could the R3 effort connect with a next step or next effort to advance participants farther down the ORAM?

- CURRENT
- encouragement to participate next year?
- NEED
- contact Law Enf. to take boater safety course
- invitation to participate next year

5. What do you currently need to increase the effectiveness of the effort? ^{→ leads to need to better 2} Better advertising on Facebook/social media

- ~~encourage to participate~~ ~~contact Law Enf. to take boater safety course~~ ~~invitation to participate next year~~
- feedback survey for evaluation of effort → future contact to see if activity continues
- ~~invitation to participate next year~~
- Facilitate "Beyond Bow"
- provide guidance on how/where find equip. + learning materials

6. What partners can assist with needs and/or provide next steps for participants?

- BASS Federation for fishing aspect (Muskie's Inc. etc) → provide equip., expertise, etc. ^{experience, confidence}
- Law Enf. for boater safety courses (Coast Guard)
- USACE has "safe boating" program (materials, handouts, etc)

Worksheet for Each R3 Effort

Group 1

FOR WV R3 WORKSHOP

This Worksheet is designed to help assess each of your R3 efforts as part of the Outdoor Recreation Adoption Model (ORAM) mapping exercise.

Name of R3 Effort:

National hunting & fishing day

1. What threat(s) to participation is the R3 effort addressing?

- lack of education
- access to information

2. Who is the target audience (be specific)?

- ~~the community~~
- younger generations, mostly youth, without a hunting background.

3. How is the R3 effort being evaluated?

- some surveys in past.
- currently nothing in place

4. How is/could the R3 effort connect with a next step or next effort to advance participants farther down the ORAM?

- surveys
- more funding

5. What do you currently need to increase the effectiveness of the effort?

- more trials

6. What partners can assist with needs and/or provide next steps for participants?

- ~~keepers~~
- local organizations (friends of Deckers Creek, blackwater falls).

Worksheet for Each R3 Effort

Group 1

FOR WV R3 WORKSHOP

This Worksheet is designed to help assess each of your R3 efforts as part of the Outdoor Recreation Adoption Model (ORAM) mapping exercise.

Name of R3 Effort:

Hunter-trapper education (In-class)

1. What threat(s) to participation is the R3 effort addressing?

- lack of education
- Concerns of safety

2. Who is the target audience (be specific)?

- youth

3. How is the R3 effort being evaluated?

- license sales

4. How is/could the R3 effort connect with a next step or next effort to advance participants farther down the ORAM?

- email / follow-up to see if they bought license, why they didn't?

5. What do you currently need to increase the effectiveness of the effort?

- follow-ups
- better partnerships
- more locations to host

6. What partners can assist with needs and/or provide next steps for participants?

- Cabela's, etc.
- professional organizations
- Department of education

Worksheet for Each R3 Effort

Group 1

FOR WV R3 WORKSHOP

This Worksheet is designed to help assess each of your R3 efforts as part of the Outdoor Recreation Adoption Model (ORAM) mapping exercise.

Name of R3 Effort:

NRPO

1. What threat(s) to participation is the R3 effort addressing?

- ~~poverty~~
- lack of interest in hunting
- ~~people not wanting to~~
- education

2. Who is the target audience (be specific)?

- youth

3. How is the R3 effort being evaluated?

- ~~some follow-up from officers~~
- not much

4. How is/could the R3 effort connect with a next step or next effort to advance participants farther down the ORAM?

- targeting 20-30 years old.

5. What do you currently need to increase the effectiveness of the effort?

- partnerships to find & youth

6. What partners can assist with needs and/or provide next steps for participants?

- schools

Worksheet for Each R3 Effort

Group 1

FOR WV R3 WORKSHOP

This Worksheet is designed to help assess each of your R3 efforts as part of the Outdoor Recreation Adoption Model (ORAM) mapping exercise.

Name of R3 Effort:

Apprentice license

1. What threat(s) to participation is the R3 effort addressing?

- getting them out in woods for trials

2. Who is the target audience (be specific)?

- non-hunters, ~~typ~~ typically older (21-26)

3. How is the R3 effort being evaluated?

- Its not.

4. How is/could the R3 effort connect with a next step or next effort to advance participants farther down the ORAM?

- follow-up, see if they bought license (ELS)

5. What do you currently need to increase the effectiveness of the effort?

- evaluate
- advertise
- Communication

6. What partners can assist with needs and/or provide next steps for participants?

- stores like Cabela's → equipment

Worksheet for Each R3 Effort

Group 1

FOR WV R3 WORKSHOP

This Worksheet is designed to help assess each of your R3 efforts as part of the Outdoor Recreation Adoption Model (ORAM) mapping exercise.

Name of R3 Effort:

Youth Season

1. What threat(s) to participation is the R3 effort addressing?

- learning skills
- education

2. Who is the target audience (be specific)?

- youth

3. How is the R3 effort being evaluated?

- ~~• none~~
- some harvest data
- none

4. How is/could the R3 effort connect with a next step or next effort to advance participants farther down the ORAM?

- mentorship - wildlife society

5. What do you currently need to increase the effectiveness of the effort?

- more partnerships

6. What partners can assist with needs and/or provide next steps for participants?

- colleges, student organization

Worksheet for Each R3 Effort

Group 1

FOR WV R3 WORKSHOP

This Worksheet is designed to help assess each of your R3 efforts as part of the Outdoor Recreation Adoption Model (ORAM) mapping exercise.

Name of R3 Effort:

Hunting Expos

1. What threat(s) to participation is the R3 effort addressing?

• education, information

2. Who is the target audience (be specific)?

• Sportsman

3. How is the R3 effort being evaluated?

• none

4. How is/could the R3 effort connect with a next step or next effort to advance participants farther down the ORAM?

• Connect with youth hunts, mentorships.
• marketing •

5. What do you currently need to increase the effectiveness of the effort?

• marketing
• advertise

6. What partners can assist with needs and/or provide next steps for participants?

• professional outdoor organizations

Worksheet for Each R3 Effort

Group 1

FOR WV R3 WORKSHOP

This Worksheet is designed to help assess each of your R3 efforts as part of the Outdoor Recreation Adoption Model (ORAM) mapping exercise.

Name of R3 Effort:

National Archery in the School

1. What threat(s) to participation is the R3 effort addressing?

• education of archery

2. Who is the target audience (be specific)?

• youth

3. How is the R3 effort being evaluated?

• none

4. How is/could the R3 effort connect with a next step or next effort to advance participants farther down the ORAM?

• within program finding what kids want to take this in the field.

5. What do you currently need to increase the effectiveness of the effort?

• Connect more to hunting

6. What partners can assist with needs and/or provide next steps for participants?

• Schools • Sponsors of program.
• Bowhunter Association

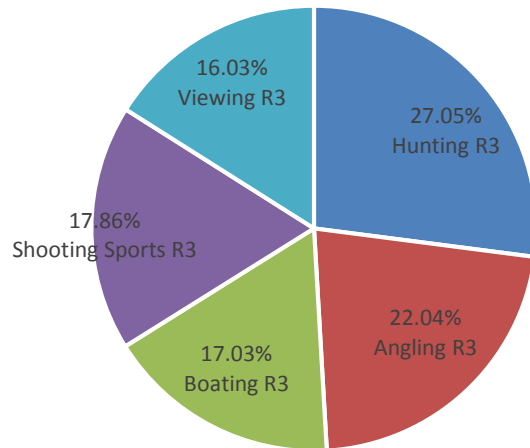
Appendix J: TurningPoint Results, by Table

		In what District do you work MOST?						Statewide	Total
		1	2	3	4	5	6		
Which Section do you work for?	DNR Wildlife-Game	0%	33%	33%	33%	0%	0%	0%	3
	DNR Wildlife-Fisheries	50%	0%	0%	0%	0%	50%	0%	2
	DNR Wildlife-Operations	0%	0%	33%	0%	33%	0%	33%	3
	DNR Administration	0%	0%	0%	0%	50%	0%	50%	2
	Commerce Communications	0%	0%	0%	0%	100%	0%	0%	1
	DNR Law Enforcement	0%	33%	33%	0%	0%	0%	33%	3
	State Parks	0%	0%	33%	0%	67%	0%	0%	3
	Total	6%	12%	24%	6%	29%	6%	18%	17

		Column N %	Count
How important is the topic of recruitment, retention and reactivation (R3) in your daily work?	Extremely Important	24%	4
	Somewhat Important	24%	4
	Of Average Importance	35%	6
	Fairly Unimportant	18%	3
	Total	100%	17
What part of the adoption process do you think DNR has the most capability to influence:	Recruitment of new audiences	53%	9
	Retention of existing users	35%	6
	Reactivation of lapsed users	12%	2
	Total	100%	17

		How important is the topic of recruitment, retention and reactivation (R3) in your daily work?				Total
		Extremely Important	Somewhat Important	Of Average Importance	Fairly Unimportant	
Which Section do you work for?	DNR Wildlife-Game	0%	33%	33%	33%	3
	DNR Wildlife-Fisheries	0%	0%	50%	50%	2
	DNR Wildlife-Operations	0%	67%	33%	0%	3
	DNR Administration	100%	0%	0%	0%	2
	Commerce Communications	100%	0%	0%	0%	1
	DNR Law Enforcement	33%	0%	33%	33%	3
	State Parks	0%	33%	67%	0%	3
	Total	24%	24%	35%	18%	17

Q7: Which of the following program areas needs the most focus in WV? (select in order of importance)



		Column N %	Count
R3 1st focus	Hunting	76%	13
	Angling	6%	1
	Boating	12%	2
	Shooting sports	6%	1
R3 2nd focus	Hunting	13%	2
	Angling	80%	12
	Wildlife Viewing	7%	1
R3 3rd choice	Hunting	7%	1
	Boating	21%	3
	Shooting Sports	57%	8
	Wildlife Viewing	14%	2
R3 4th focus	Angling	14%	2
	Boating	29%	4
	Shooting Sports	21%	3
	Wildlife Viewing	36%	5
R3 5th focus	Hunting	7%	1
	Boating	36%	5
	Shooting Sports	14%	2
	Wildlife Viewing	43%	6

		Column N %	Count
Which of the following BEST reflects your opinion about the scope of the R3 Plan?	High level out of the weeds	53%	9
	Detailed and specific direction	47%	8
	Total	100%	17
WVDNR should be the primary coordinator of statewide R3 efforts?	Strongly Agree	71%	12
	Agree	29%	5
When should external partners be involved in the R3 Plan-writing process:	From the beginning	35%	6
	After initial draft is written	65%	11
	Total	100%	17
	Yes	71%	12

Does this team contain the right people/positions to develop an effective R3 Plan?	No	6%	1
	Not sure	24%	4
	Total	100%	17
After the R3 Plan is developed, which of the following best describes your opinion:	This team should work to guide implementation	25%	4
	This team & new/different members guide implementation	75%	12
	Total	100%	16
How much capacity does WVDNR have to evaluate effectiveness of current R3 efforts?	Some capacity w adjusted priorities	63%	10
	Very little capacity	31%	5
	No capacity at all w/o new staff	6%	1
	Total	100%	16

Which BEST reflects your opinion about scope of the R3 Plan?								
		High level out of the weeds		Detailed and specific direction		Total		
Which Section do you work for?	DNR Wildlife-Game	33%	1	67%	2	3	18%	
	DNR Wildlife-Fisheries	0%	0	100%	2	2	12%	
	DNR Wildlife-Operations	67%	2	33%	1	3	18%	
	DNR Administration	50%	1	50%	1	2	12%	
	Commerce Communications	100%	1	0%	0	1	6%	
	DNR Law Enforcement	100%	3	0%	0	3	18%	
	State Parks	33%	1	67%	2	3	18%	
	Total	53%	9	47%	8	17	100%	

WVDNR should be the primary coordinator of statewide R3 efforts?								
		Strongly Agree		Agree		Total		
Which Section do you work for?	DNR Wildlife-Game	33%	1	67%	2	3	18%	
	DNR Wildlife-Fisheries	100%	2	0%	0	2	12%	
	DNR Wildlife-Operations	100%	3	0%	0	3	18%	
	DNR Administration	100%	2	0%	0	2	12%	
	Commerce Communications	0%	0	100%	1	1	6%	
	DNR Law Enforcement	67%	2	33%	1	3	18%	
	State Parks	67%	2	33%	1	3	18%	
	Total	71%	12	29%	5	17	100%	

When should external partners enter the R3 Plan-writing process:								
		From beginning		After initial draft is written		Total		
Which Section do you work for?	DNR Wildlife-Game	100%	3	0%	0	3	18%	
	DNR Wildlife-Fisheries	50%	1	50%	1	2	12%	
	DNR Wildlife-Operations	0%	0	100%	3	3	18%	
	DNR Administration	0%	0	100%	2	2	12%	
	Commerce Communications	100%	1	0%	0	1	6%	
	DNR Law Enforcement	0%	0	100%	3	3	18%	
	State Parks	33%	1	67%	2	3	18%	
	Total	35%	6	65%	11	17	100%	

		Does this team contain the right people/positions to develop R3 Plan?							
		Yes		No		Not sure		Total	
Which Section do you work for?	DNR Wildlife-Game	67%	2	0%	0	33%	1	3	18%
	DNR Wildlife-Fisheries	50%	1	50%	1	0%	0	2	12%
	DNR Wildlife-Operations	100%	3	0%	0	0%	0	3	18%
	DNR Administration	50%	1	0%	0	50%	1	2	12%
	Commerce Communications	100%	1	0%	0	0%	0	1	6%
	DNR Law Enforcement	67%	2	0%	0	33%	1	3	18%
	State Parks	67%	2	0%	0	33%	1	3	18%
Total		71%	12	6%	1	24%	4	17	100%

		After R3 Plan is developed, which best describes your opinion:							
		This team should work to guide implementation		This team and new/different members should guide implementation		Total			
Which Section do you work for?	DNR Wildlife-Game	33%	1	67%	2	3		19%	
	DNR Wildlife-Fisheries	50%	1	50%	1	2		13%	
	DNR Wildlife-Operations	33%	1	67%	2	3		19%	
	DNR Administration	50%	1	50%	1	2		13%	
	Commerce Communications	0%	0	0%	0	0		0%	
	DNR Law Enforcement	0%	0	100%	3	3		19%	
	State Parks	0%	0	100%	3	3		19%	
Total		25%	4	75%	12	16		100%	

		Capacity of WVDNR to evaluate effectiveness of current R3 efforts?							
		Some capacity w adjusted priorities		Very little capacity		No capacity at all w/o new staff		Total	
Which Section do you work for?	DNR Wildlife-Game	33%	1	33%	1	33%	1	3	19%
	DNR Wildlife-Fisheries	50%	1	50%	1	0%	0	2	13%
	DNR Wildlife-Operations	100%	3	0%	0	0%	0	3	19%
	DNR Administration	50%	1	50%	1	0%	0	2	13%
	Commerce Communications	100%	1	0%	0	0%	0	1	6%
	DNR Law Enforcement	67%	2	33%	1	0%	0	3	19%
	State Parks	50%	1	50%	1	0%	0	2	13%
Total		63%	10	31%	5	6%	1	16	100%

Appendix K: Draft R3 Plan Template

October 17, 2018 Version

Overarching R3 Goals

- Remain relevant with WV citizens.
- Increase active participation in wildlife-associated outdoor recreation.
- Create and maintain stakeholders for conservation.

Program Goals, Objectives, and Actions

1. Cross-Program Objectives

The Team recognized that there will be certain objectives (or perhaps strategies or actions) that will be the same (or very similar) across multiple program areas. In some cases these will be incorporated into each program area separately. For now, the Team listed a handful of these cross-program concepts here, to make sure they are not lost.

- Track user data and program metrics across programs.
 - a. Create a centralized database for all DNR programs.
 - b. Utilize or hire an analyst.
 - c. Use data/results to inform marketing, outreach, and all programs.
 - d. Create and utilize a system-wide events/information collection form for use at all program events.
- Attach appropriate communication elements at every level.
- For each Program below:
 - Review list of Program Activities and insert where appropriate into this R3 Plan as Objectives, Actions, or Tasks.
 - Review ORAM Program Map to ID holes or weaknesses.

2. Hunting

- a. Goal: Increase number of users/active participants.
 - i. Objective: Increase participation in special hunts, field days, etc.
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
 - a. Increase awareness.
- b. Goal: Increase license sales.
 - i. Objective: Increase resident sales by X percent in X years.
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
 - a. Determine current trend with Charlie and determine objective targets within 2 weeks of workshop.
 - b. Decrease complexity of hunting regulations and improve licensing system.
 - ii. Objective: Decrease churn rate among current license buyers.

- iii. Objective: Increase non-resident sales by X percent in X years.
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
 - a. Determine current trend with Charlie and determine objective targets within 2 weeks of workshop.
 - b. Decrease complexity of hunting regulations and improve licensing system.
- iv. Objective: Increase apprentice license sales by X percent in X years.
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
 - a. Determine current trend with Charlie and determine objective targets within 2 weeks of workshop.
 - b. Increase awareness of apprentice program.
- c. Goal: Increase diversity of participants.
 - i. Objective: Increase non-traditional (including women), participation by X percent in X years.
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
 - a. Increase marketing efforts to non-traditional groups.

3. Shooting Sports (guns and archery)

- a. Goal: Increase active participation.
 - i. Objective: identify a process to determine number of participants in (target and 3D archery, shotgun, rifle, pistol, and black powder) in 1 year with assistance from CAHSS, NSSF, and NASP.
 - 1. Metric: Surveys of random public at ranges
 - 2. Target audience:
 - 3. Actions:
 - a. Connect shooting sports to hunting. [objective or action? Came up as possible objective in earlier discussions]
 - ii. Objective: Increase number of active participants in shooting sports by 5% in 5 years.
 - 1. Metric: *need data from objective 1.*
 - 2. Target audience:
 - 3. Actions:
 - iii. Objective: Provide 10 new or improved ranges in 5 years.
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
 - a. 5 new archery ranges around urban areas.
 - b. 3 new standard public ranges (Increase from 27 to 30).
 - c. Intro 2 indoor shooting ranges within close proximity to urban areas.
 - d. Lead management plan in development.
- b. Goal: Increase acceptance of shooting sports by the public.

- i. Objective: Use indoor ranges to promote firearms to non/new users. [Obj or Action?]
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
 - ii. Objective: Develop and implement various public outreach opportunities with industry partners and conservation organizations within all districts designed to enhance and promote public understanding of shooting sports within 5 years.
 - 1. Metric: Increased acceptance of shooting sports via surveys.
 - 2. Target audience: People who have never participated in shooting sports.
 - 3. Actions:
- c. Goal: Increase participant diversity.
 - i. Objective: Develop and implement programs and opportunities that specifically target women, young adults, and urban residents within 3 years.
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
 - a. Evaluate existing data sets and programs (NRA and others?)

4. Angling

- a. Goal: Increase number of users/active participants.
 - i. Objective: Increase number of participants in existing fishing events.
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
 - a. Increase unique opportunity fishing events (wild trout fly fishing).
 - b. Increase awareness of opportunities
- b. Goal: Increase license sales.
 - i. Objective: Increase resident license sales by 5% over 5 years.
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
 - a. Increase number of fishing opportunities by 25% over 5 years
 - b. RBFF 60 x 60 program?
 - c. Increase fishing events.
 - d. Increase diversity of stocking.
 - e. Participate in fishing clubs.
 - f. Convert farm pond anglers to buy a license.
 - ii. Decrease churn rate among current license buyers.
 - iii. Objective: Increase non-resident license sales by X% over Y years.
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
- c. Goal: Increase diversity of participants.
 - i. Objective: Increase non-traditional angler groups by 5% over 5 years.
 - 1. Metric: survey

2. Target audience: Female, Hispanics, African-Americans and accessibility-challenged.
3. Actions:

5. Boating

- a. Goal: Increase number of users/active participants.
 - i. Objective: Increase use of existing public access sites by X percent over X years.
 1. Metric:
 2. Target audience: Existing and new watercraft users.
 3. Actions:
 - a. Determine current usage by....?
 - b. Signage
 - c. Marketing current sites
 - d. Improving website tools
 - e. Making public feel safe using sites/increase law enforcement presence
 - ii. Objective: Add or improve access sites as guided by agency capital improvements plan (CIP).
 1. Metric: Number of access sites.
 2. Target audience: Existing, lapsed, and new watercraft users.
 3. Actions:
 - a. Get input guidance from CIP.
 - iii. Objective: Establish partnerships with RBFF and boating user groups to promote boating activities.
 1. Metric: increasing posts/participation in online boating board.
 2. Target audience: Boater user groups (online and social media).
 3. Actions:
 - a. Create an online boating events board..
 - b. RBFF 60 x 60 program?
 - iv. Objective: Tie boating activities with other WV program outdoor activities.
 1. Metric: Track online searches/online mapping.
 2. Target audience:
 3. Actions:
 - a. Signage to promote other activities at that site.
 - v. Objective: Decrease barriers to participation.
 1. Metric:
 2. Target audience:
 3. Actions:
 - a. Promote boater education classes
 - b. Provide field days/educational events for women
 - c. Change requirements to capture personal/contact information for later tracking and engagement.
- b. Goal: Increase boating registrations.
 - i. Objective: New fee structure to include non-motorized vessels.
 1. Metric: Passage of new fees vs not.
 2. Target audience: Boaters and legislators.
 3. Actions:
 - a. Marketing of new fee structure and where the funds would go.

- ii. Objective: Reactivate lapsed boaters by X percent over X years.
 - 1. Metric: DMV vessel registrations.
 - 2. Target audience:
 - 3. Actions:
 - a. Get data from DMV on lapsed boaters.

6. Wildlife Viewing/Diversity

- a. Goal: Increase active participants.
 - i. Objective: Develop public-awareness campaign for viewing experiences in WV to be released by? Radio? TV? Print? Outdoor advertising/billboards? Online/social media and Google ads?.
 - 1. Metric: Surveys (random public, event-related, and national FWS survey).
 - 2. Target audience: Existing and potential wildlife viewers.
 - 3. Actions:
 - a. Survey willingness of viewer group to support conservation with funds (stamps, fees, etc.).
 - b. Develop messages for target audiences (in state? Out of state? Both? Test messages, possible imagery and campaign content via focus groups and/or surveys?
 - c. Develop and deploy interpretive signage.
 - d. Develop and deploy campaign (see above – radio, TV, billboards, online?). Monitor deployment and track effectiveness.
 - ii. Objective: Increase partnerships by 1 per district (schools, municipalities, other agencies).
 - 1. Metric:
 - 2. Target audience:
 - 3. Actions:
 - a. Evaluate and prioritize target communities.
 - b. Determine events, resources, and/or programs in or near communities to promote.
 - c. Develop program materials (educational materials? Marketing materials?)
 - d. Collaborate with municipalities to promote nearby opportunities.
- b. Goal: Increase support for, and public understanding of the relevancy and benefits of conservation.
 - i. Objective: Educate the public of, wildlife viewing opportunities.
 - 1. Metric: Surveys (random public, event-related, and national FWS survey).
 - 2. Target audience: Existing and potential wildlife viewers.
 - 3. Actions:
 - a. Develop messaging to promote hunting/angling role in wildlife conservation.

Appendix L: Daily Evaluations

Day 1 Evaluation Results

1. Please rate the content we covered today, where 1="it's exactly what I hoped we'd cover," and 5="we didn't cover anything that was important to me." Mean score = **2.35**
2. Please rate the pace of the workshop so far, where 1=too slow, 3=just right, and 5=too fast. Mean score = **2.53**
3. Please rate Phil Seng as moderator, where 1=excellent and 5=poor. Mean score = **1.41**

Day 2 Evaluation Results

1. Please rate the content we covered today, where 1="it's exactly what I hoped we'd cover," and 5="we didn't cover anything that was important to me." Mean score = **1.88**
2. Please rate the pace of the workshop so far, where 1=too slow, 3=just right, and 5=too fast. Mean score = **2.53**
3. Please rate Phil Seng as moderator, where 1=excellent and 5=poor. Mean score = **1.76**
4. Please rate the value of this workshop to the development of our R3 Plan, where 1=excellent and 5= Poor. Mean score = **2.00**
5. In your opinion, what is the most important next step to take to build out the R3 Plan?
 - Agency needs to address internal capacity issues.
 - Analyze existing data. Do more surveys.
 - Create a survey for WV citizens to determine their current opinions toward the DNR and its programs/activities.
 - Develop specific actions for each objective, determine feasibility of options, evaluate current data to help guide objectives.
 - Do something. Decide who or where or how info collected is retained.
 - Drafting and reviewing an R3 plan.
 - Evaluate existing data to target our efforts. We can't just throw investment (time, money, resources, personnel, etc.) at the problem and expect it to improve the situation. We need to know where there is realistic hope for a breakthrough and success before we launch anything that constitutes a major project investment.
 - Evaluate existing programs to inform decision making about where our available resources should be distributed in future efforts. We don't have the personnel, finances, or time to do everything in an effective manner.
 - Evaluate what is working vs. what is not.
 - Evaluate what we are currently doing to see what is working, what isn't and what can/needs to be expanded. Evaluate other states' R3 plans to see if there is anything glaring that we may have missed.
 - Getting buy in from our partners once the plan is in draft form.
 - Make draft, make edits, get buy in.

- Narrow the focus. I think we're still too broad, trying to be all to everyone. We don't have the resources anymore to throw time, effort, and money at everything.
- Prepare a final draft of the R3 Plan and roll it out to our internal & external partners.
- Put all notes together and create a more detailed yet clean outline of the information that participants can sit down on their own with and rethink through all the information after having time to clear our heads. Then to readdress any comments/concerns that may still linger before finalizing the first draft. Then bringing in new bodies and minds that have not been influenced by previous discussion to check for clarity of information.
- Reviewing information and drafting into plan "skeleton."
- Set realistic expectations given severe staffing limits.