Results from the 2018 National R3 Symposium

The Council to Advance Hunting and the Shooting Sports would like to acknowledge many people who helped to make the first-ever National R3 Symposium a reality. This event would not have been possible without the involvement, assistance, and support of:

- the Symposium Steering committee;
- the Regional R3 Committee chairs;
- the numerous sponsors;
- the numerous presenters;
- the staff of the Nebraska Game and Parks Commission;
- the staff of DJ Case & Associates;
- the staff of Delaney Meeting and Event Management;
- the more than 320 attendees;
- and the members of the Council’s Board of Directors.
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Executive Summary

The 2018 National R3 Symposium was the first national event solely focused on resources and partnerships needed to secure the future of hunting, angling, target shooting, and boating in America. The event occurred on May 21-23, 2018 in Lincoln, NE, and the event attracted more than 320 individuals representing more than 40 states and 100 different organizations.

In May 2017, the Council to Advance Hunting and the Shooting Sports (Council) convened a steering committee of R3 experts to plan the content, scope, and focus of the National R3 Symposium. The committee defined the goal of the event was to:

“Provide a venue for partners focused on the growth of hunting, angling, target shooting and boating partners, collectively referred to as the outdoor community, to gather, strategize and ultimately accelerate the current state of national efforts to recruit, retain, and reactivate participants in outdoor recreation.”

The committee established four expected outcomes on which to evaluate the success of the Symposium:

1) The outdoor community has an increased understanding of the current state of R3 efforts at all levels of implementation (state, regional, and national).
2) Current challenges in R3 are identified for the community to move forward to address.
3) Partnerships are strengthened among all levels of the community, with a refined focus on opportunities to engage and address R3 together.
4) Professionals further enhance and begin to implement strategies to address current R3 challenges (i.e., learn to evaluate programs; better understand an element of the National R3 Plan, etc.).

The committee developed an agenda specifically to achieve the above goal and outcomes (Appendix I). The event spanned two full days and provided time for engaging presentations, facilitated discussions and meetings of the four R3 committees of the regional associations (NEAFWA, SEAFWA, WAFWA, MAFWA). The results of different sessions during the event may serve as a reference for the development of future R3 efforts and events.

Results

Three closely related themes continually occurred in the facilitated discussions as well as regional R3 committee meetings. These include:

- **Direction**: It appears that many organizations have adopted the R3 philosophy, but some professionals indicate that they are unclear on implementation priorities and the availability of resources at their disposal to achieve them.
- **Support/Priority**: R3 professionals may not be receiving sufficient support from leadership to achieve all R3 goals. Some professionals indicated they met resistance when presenting new ideas, suggesting unconventional partnerships, or implementing unproven approaches.
- **Centralized National Effort:** R3 professionals all may face many of the same obstacles, and may lack resources or capacity to address all of the challenges before them. For these reasons, R3 professionals seem to be looking for any synergies available from partnerships or coordinated efforts with other organizations.

Future R3 efforts should consider these themes and opportunities to address them so that R3 professionals may continue to develop and implement R3 strategies.

Further, each of the regional R3 committees identified different areas of need to advance R3 at the state and regional levels. Each region prioritized needs differently and, as a result, the following list is not in any order of priority. The condensed list of regional needs includes:

- Institutionalize R3 and Develop Organizational Buy-In
- Marketing
- Evaluation and Research
- Mentoring and Training New Participants
- Partnerships
- Regional Structure

These needs are some areas to focus future efforts and may present an opportunity to develop the regional infrastructure as more and more R3 professionals begin to seek expertise and support of the greater R3 community.

Finally, a group of organizations focused on mentoring new participants into the outdoors also met at the Symposium to share information and updates on their programs. The group identified areas to focus for future mentoring efforts; such as recruiting mentors for current programs, complementing other programs, and communicating the need for mentors. The group will meet in 2019 to continue to address mentoring-specific challenges.

**Conclusion**

Future R3 efforts and events should consider these themes and regional needs as they may represent the next immediate challenges that organizations face as they advance R3. The comments and thoughts included in this report demonstrate that there is much work to be completed by R3 professionals and the collective conservation and outdoor recreation-based community if we are to increase participation in outdoor recreation.

More than 50% of the survey respondents confirmed that the National R3 Symposium achieved the first three established outcomes. The fourth outcome, which focused on implementation of R3, received a rating of 43%, highlighting an opportunity for future events and conferences to expand on the tactical and “how to” aspects of R3. The Council recognizes and embraces the focused need for action on R3 and looks forward to working alongside its numerous partners to address these needs in the future so that this movement, and this profession, will continue to grow and advance. In the coming months, the Council will convene a working group to begin the process to identify the next steps for implementation of state, regional and national efforts focused on R3.
Introduction

The 2018 National R3 Symposium was the first nation-wide event solely focused on resources and partnerships needed to secure the future of hunting, angling, target shooting, and boating in America. This meeting served as a premier venue for the outdoor community to advance the field of outdoor recreation recruitment, retention and reactivation (R3) in the United States. The event occurred on May 21-23, 2018 in Lincoln, NE, and the event attracted more than 320 individuals representing more than 40 states and 100 different organizations.

The Council to Advance Hunting and the Shootings Sports (Council) and its numerous partners began initial planning for the National R3 Symposium in early 2017 after witnessing the growth and advancement of efforts related to R3 and the National Hunting and Shooting Sports Action Plan, as well as accompanying efforts developing in the angling and boating R3 arenas. The Council and its partners saw a need to extend the R3 conversation to more people, highlight the advancements in R3 thus far, and begin to lay the path for future, collaborative and effective R3 efforts.

On May 15, 2017, the Council convened a steering committee to plan the content, scope, and focus of the National R3 Symposium. This group of R3 experts had direct input into establishing the meeting theme, setting the agenda, and helping the Council to ensure that this meeting addresses the current needs of the R3 community. Invited members of the steering committee were selected based on their leadership in the R3 profession as well as their representation of the diverse audience that this event targeted.

Steering Committee Members included:

- David Allen, Rocky Mountain Elk Foundation
- Dave Chanda, Recreational Fishing and Boating Foundation
- Dan Forster, Archery Trade Association
- Becky Humphries, National Wild Turkey Federation
- Stephanie Hussey, Recreational Fishing and Boating Foundation
- Scott Lavin, Arizona Game and Fish Department
- Mike Nussman, American Sportfishing Association
- Glenn Hughes, American Sportfishing Association
- Jeff Rawlinson, Nebraska Game and Parks Commission
- Howard Vincent, Pheasants Forever/Quail Forever
- Chris Willard, Oregon Department of Fish and Wildlife
- Megan Wisecup, Iowa Department of Natural Resources
- Jon Zinnel, Vista Outdoors
- Jim Curcuruto, National Shooting Sports Foundation
- Liz Ogilvie, American Sportfishing Association
- John Frampton, Council to Advance Hunting and the Shooting Sports
- Matt Dunfee, Wildlife Management Institute
- Samantha Pedder, Council to Advance Hunting and the Shooting Sports
- Cyrus Baird, Council to Advance Hunting and the Shooting Sports
The steering committee held numerous calls during the year preceding the event. Through these conversations, the committee established the following goal for this inaugural event:

“Provide a venue for partners focused on the growth of hunting, angling, target shooting and boating partners, collectively referred to as the outdoor community, to gather, strategize and ultimately accelerate the current state of national efforts to recruit, retain, and reactivate participants in outdoor recreation.”

Many steering committee conversations identified needs such as educating the community and inspiring action on R3 across the nation. The committee also focused on engaging a wide variety of organizations and individuals in the conservation field. The committee defined four expected outcomes on which to evaluate the success of this event:

1) The outdoor community has an increased understanding of the current state of R3 efforts at all levels of implementation (state, regional, and national).
2) Current challenges in R3 are identified for the community to move forward to address.
3) Partnerships are strengthened among all levels of the community, with a refined focus on opportunities to engage and address R3 together.
4) Professionals further enhance and begin to implement strategies to address current R3 challenges (i.e., learn to evaluate programs; better understand an element of the National R3 Plan, etc.).

The steering committee developed an agenda specifically to achieve the above goals and outcomes. The event spanned two full days and provided time for engaging presentations as well as facilitated, interactive discussions. The agenda (Appendix I) featured more than 30 different presenters, representing numerous outdoor industries as well as multiple federal and state agencies, nongovernmental organizations (NGOs) and outdoor-based companies. All presentations and video recordings of presenters may be found in the National R3 Community under the National R3 Symposium topic.

The response to this event (via in-person interviews and attendee questionnaires) was overwhelming positive and demonstrates that a broad diversity of people and organizations are invested in the future of outdoor recreation and conservation. The National R3 Symposium provided an unparalleled opportunity for agencies, industries, and NGOs to share, learn and develop the limitless possibilities the conservation community now has to accelerate the current state of R3 effort and impact. The following chapters highlight the results of different sessions during the event and serve as a reference for the development of future R3 efforts and events.
Chapter 1 – Work Sessions Facilitated by DJ Case & Associates

The Council to Advance of Hunting and Shooting Sports contracted with DJ Case & Associates (DJ Case) to facilitate two sessions at the National R3 Symposium. These facilitated discussions focused on pre-determined topics, and professionals were asked to speak on these topics to open each discussion. The two topics and selected speakers included:

- **21st Century Business Practices** – Doug Cummings, Chief Information Officer for the Arizona Game & Fish Department
- **Elevating R3 Impact Through Strategic Partnerships** – Howard Vincent, President and CEO of Pheasants Forever/Quail Forever

After each speaker presented, Phil Seng and Matt Harlow of DJ Case lead the audience through a series of poll questions separated by table discussions on related topics. The goal of these sessions was to identify the current challenges facing the R3 profession. These sessions were facilitated using polling software to collect the group’s immediate thoughts on select issues. Most participants texted their responses to answer the polls. Facilitators also encouraged discussions at the tables between questions with the intention to spur mutually beneficial conversations among audience members. This chapter provides an analysis of the audience’s answers to those polling questions. For reference, the audience consisted of roughly 300 individuals with between 150 and 200 of them answering most questions.

While the information collected in this chapter might guide the efforts of the national R3 community, it is qualitative in nature rather than quantitative. This is true for several reasons:

- Event attendees were self-selected and self-motivated. Individuals who elected to attend the National R3 Symposium are likely to be more motivated and work for more supportive organizations than their peers who did not attend.
- Individuals chose which questions to answer and which to skip, making the answers to each question even more self-select.
- Some responses may have been submitted for effect. Because the participants’ responses were being displayed as they were collected, some individuals may have chosen to answer in particular ways or use particular words because they wanted to make a point or get a laugh.
- Individuals were limited in their response time, so some responses that follow may include incomplete thoughts, contain spelling errors, use unfamiliar acronyms, and so on. DJ Case & Associates grouped like responses together for analysis; however, the responses were not edited for this report as it is difficult to be sure what the individual meant in submitting their responses.

For these reasons, it would be inappropriate to presume that these results are representative of all R3 coordinators, the collective R3 community, or all organizations involved in R3 efforts. Finally, as each attendee registered for the conference, they were asked to answer a few short survey questions. This data was collected and used for comparison and additional information in this report. Questions from the registrant survey are indicated in orange in the sections that follow.
Audience Demographics

The first polling session generated some useful information, which can help to understand the audience. The demographics questions served two purposes:

1) To educate participants on how the polling software worked and to test the platform.

2) To collect information about who was participating in the poll.

The questions indicated with orange bars were collected at the time of registration from all attendees. All other question results are from the demographic discussion facilitated by DJ Case.

Attendance at the event was dominated by state and federal agency employees and NGO staff. However, there were attendees from media, academic institutions, the outdoor industry and outdoor trade associations. This indicates that R3 is an important issue to organizations outside fish and wildlife agencies, and highlights an opportunity to further engage industry partners.
In planning for this event, a concentrated effort was made to engage all areas of outdoor recreation. This registration question to all attendees clearly shows that hunting is the primary area of focus for attendees. Angling is second followed distantly by boating and target shooting. Registrants were permitted to select multiple response and 240 (74.1%) selected two or more options. This suggests that professionals are approaching R3 efforts for collective outdoor recreation, rather than specializing in one specific area. Respondents were also permitted to submit other areas of focus and common responses included: Foraging, OHV,

Question D4. Which best describes your role/function? (Check all that apply.)

Biologist or Wildlife Management
Law Enforcement
Sales
Marketing, Communications, Public Relations, Outreach
R3 Coordinator - Specific
Educator (not R3 Coordinator) - Aquatic Ed., Hunter Ed., Etc.
Executive Level

R3 coordinators, other educators and marketing/outreach professionals dominated attendance, accounting for 131 of 228 (58%) respondents on this question. The mix of professions displayed
here positively demonstrates an expansion in interest in R3 efforts beyond the R3, educator and marketing positions. Further, the engagement of 59 attendees (25.9%) demonstrates a focus on R3 at the topic ranks of participating organizations.

Of the 272 registrations completed, 110 (40%) have 10 or fewer years of experience. 74 of the 194 (27%) respondents to the polling questions were millennials and 8 (3%) were members of the even younger generation Z. Overall, symposium participants seemed to be younger (and less experienced) than attendees at other events and conferences in the conservation profession.
50 (27%) of respondents were female.

Less than 10% of the respondents to this question reported an ethnicity or race other than Caucasian.

**Question D9: What's the single most important thing you hoped to get out of this symposium?**

This question was posed primarily as a way to introduce participants to answering open-ended questions through the polling software; however, the answers were informative, especially when considered with the answers to other questions asked later in the discussion.

The major topics participants identified were:

- **Strategy Related**
  - Strategy/Vision/Tactics 52 Responses
  - 114 Total Responses
Strategy-related issues were the most mentioned, with many respondents asking for proven strategies and tactics to apply to their work.

Here’s a consolidated list of all the responses to the question:

**Strategy/Vision/Tactics**
- Action items/Direction/Next Steps (x17)
- Strategy and plan (x6)
- Clear objectives/metrics/direction (x5)
- Tools to develop our state’s strategic plan (x2)
- Tactics (x2)
- State commitment to R3
- Direction on how to move our R3 efforts forward in a lasting meaningful way.
- Getting beyond seeing R3 as just a program
- Realistic game plans for effective post data analysis marketing and outreach programs
- Plan development guidance
- An executable plan to create real change
- Recruitment strategies
- Techniques for evaluations and analysis
- Good models
- Data product needs within R3
- How to fix the problem
- Marching orders to do something, not just talk about the problem
- Next steps for state agencies already very engaged and how to coordinate state activities nationally
- One simple thing that all partners can act on
- Practical suggestions for methods to improve R3 for my organization
- Real-world tactics that I can use right away
- What can I do to advance R3?
- Where to go from here
- Solutions
- Targets

**New Ideas**
- New ideas (x11)
- Success stories (x4)
- The Silver Bullet (x2)
- R3 Ideas that work
• R3 ideas to incorporate into upland hunting promotion in my state
• Best practices approved by the council
• Discover new ideas and approaches with R3 efforts nationally.
• Fishing R3 info
• How to get more people outdoors who aren't middle aged white guys
• How to overcome barriers
• New ways of doing business
• Tips on organizational change to improve R3 delivery
• Broader perspectives
• New perspectives
• Interactions nuggets of brilliance

Education & Understanding
• R3 understanding/information/knowledge (x8)
• Knowledge of what others are doing and what works (x4)
• Broader knowledge of R3 activities and education
• Connection between disparate but complementary programs
• Discussion about how to get the gen z generation involved
• Learning about other r3 efforts, opportunities, and needs
• To see what's happening on the national level
• Understanding of research needs
• Understanding whether this group is really open to appropriately aggressive change
• Where/how do we fit?
• A better understanding of how R3 relates to the organization I work for
• Justification for our state to follow through on R3 efforts by using other state examples

National Strategy/Coordination & Collaboration
• Consensus on strategy
• Coordinated "big tent" plan
• National direction
• Nationwide cohesive message/campaign for R3
• Strategy on a national level
• Better coordinated efforts across sectors and agencies.
• Have all work together to increase participation.
• Standard data measures
• Regional coordinator
• Equal buy in from all groups
• Improvement of evaluations at the state and national level

Networking/Partnerships
• Networking (x22)
• Partnership(s) (x11)
• Partners, ideas and guidance
• Strengthened partnerships and renewed focus on our future R3 efforts.
• Perspective from industry and ideas for partnerships
• To develop a road map for effective partnerships based on previously successful efforts

Miscellaneous
• Money (x4)
• Progress (x2)
• Candor (x2)
• Change (x2)
• staff
• Support for programs
• A baseline mentor plan for R3 target ages!
• Accountability
• Awareness
• Commitment to long term mentoring efforts
• Evaluation
• Fast failure. Try stuff that scares your boss.
• Foundation
• Growth in effective R3
• Legitimate Answers
• Marketing alone won't solve the issues.
• Mentors
• More work, less evaluation, boots on the ground.
• Results! Action! Increased number of licensed hunters
• Training for land managers to make better decisions keeping R3 in mind
21st Century Business Practices

For this session, Doug Cummings of the Arizona Game and Fish Department spoke on 21st Century Business Practices. Doug serves as the Chief Information Officer for the agency. In his presentation, Doug offered that to embrace R3, conservation organizations must build relationships with their members, license buyers and consumers; and may do so by bolstering their capacity to embrace better business practices, marketing and technology. Doug offered insights in how R3 efforts might do this by leveraging these practices to increase success.

Role in R3

One of the primary points Doug made in his presentation was that R3 is everyone’s responsibility. Doug explained that everyone in an agency--from accounting to law enforcement to fisheries managers to wildlife biologists -- needs to embrace R3 as crucial to the organization and part of everyday responsibilities if the entire agency is to be successful in this initiative. The questions posed to the audience and their collective responses reflect some opinions on this notion as well as some thoughts on how this goal may be achieved.

50 respondents (29.9%) felt their organization did very well or reasonably well in making it clear that R3 was the responsibility of everyone in the organization, while 74 respondents (44.3%) felt their organization made it only slightly clear or not clear at all.

Question BP1: How well has the management of your organization made it clear that R3 is every employee's responsibility?

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</tr>
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</tr>
<tr>
<td>Slightly</td>
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<td>Somewhat</td>
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<tr>
<td>Reasonably well</td>
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<tr>
<td>Very well</td>
<td>18</td>
</tr>
</tbody>
</table>

50 respondents (29.9%) felt their organization did very well or reasonably well in making it clear that R3 was the responsibility of everyone in the organization, while 74 respondents (44.3%) felt their organization made it only slightly clear or not clear at all.
Question BP2: What's the one thing you could do to make increasing the percentage of Americans participating in outdoor recreation a priority to everyone in your organization?

Participants offered far-reaching and transformative cultural changes in response to this question. Many recommended that they be implemented from top to bottom in every department and with every staffer.

The major topics participants touched on were:

- Educate Staff 49 Responses
- Culture 39 Responses
- Hiring and Evaluations 30 Responses
- Get Staff Outdoors 8 Responses
- Strategic Planning 7 Responses
- Miscellaneous 11 Responses

Here is a consolidated list of all the responses to the question:

Educate Staff

- Educate (market to) everyone until it becomes part of the culture (x20)
- Ensure everyone knows the economic realities & that their job depends on it (x12)
- Everyone needs to "buy" into R3 and look at the world thru R3 glasses (x6)
- Pervasive R3 mindset throughout the agency, with a clear message and quantitative goal (s)
- Better train all employees on the R3 message & mentor someone
- Describe how to use R3 programs in employee’s daily jobs and Empowerment
- Education and Empowerment
- Effectively communicate a sense of urgency
- Get the word out better about existing R3 programs.
- Improve internal communications and show our directors and deputy directories how urgent this is
- It’s an uphill battle, not everyone sees the connection
- provide them information on what they can do. Give them talking points.
- Refocus our message.
- Simplify the message and educate to instill the culture

Hiring and Evaluations

- Make it a part of employee evaluation (x15)
- Hiring practices that include questions based on outdoor interests for ALL positions (x3)
- On employee evaluations link one of our goals to an r3 effort specific to our job (x2)
- A structured Rn3 unit that works at the same level as the Fish and Wildlife Units
- Be brave in hiring diverse, out of the box, staff
- Make sure you hire employees that want to support cause
- Education and build into annual evaluations
- Hire open-minded, customer-centric, collaborative and diverse staff. Change culture.
• Executive order and quarterly performance eval. that requires employee involvement in R3 efforts
• Explicitly provide clear support of R3 activities as part of their job - mentoring, learning, outreach, etc.
• R3 into on boarding training
• Mandate all agency employees must assist with at least one education/outreach event annually
• Tie incentives & compensation to mentoring

Culture
• Understanding and buy in at all levels (x10)
• Clear Priority Top/Culture to Bottom (x8)
• Leadership needs to step up and lead by example. It's important talk and do all the time (x2)
• Speak with the authority of the Commissioner's office
• Clear communication across leadership to explain individual program roles in effort and better ability to reframe work to fit into R3
• Defined as a priority by top management and given clear, measurable objectives
• Emphasize top down leadership, executive buy in and promotion of R3
• Talk to external partners who affect our $$ and have them talk to leadership
• Quarterly agency and department meetings that reinforce the need and success
• Culture has to reflect a commitment to personal and professional outreach
• Cultural alignment behind the public get outdoors and ensuring the future of wildlife
• Breaking down department barriers and understanding the organization's mission statements
• Incentivize fundraising staff to have R3 component
• Make it a philosophy and not a program
• More inclusive culture
• Encourage employees to mentor a person in there social circle in a hook and bullet activities. To understand the impact, they can have
• Give them the creative freedom to personalize what they do for a portion of their duties
• Have staff reflect each day 'what did i do today to support r3'
• Make individual participation by each employee a priority within the Division.
• Remove barriers
• License goals / sales targets on each office bulletin board.
• Positivity. Generosity. They have to make this issue their own

Get Staff Outdoors
• Encouraging agency staff to participate in activities promoting our mission (x3)
• Encourage hunting and fishing on work time once and a while (event?) (x2)
• All state employees have to go fishing and hunting this year (x2)
• Take someone hunting who doesn’t look like you
Strategic Planning

- Set realistic, measurable goals for the organization (x4)
- Agency wide strategic plan
- Encourage coordinated strategic planning using an adaptive approach.
- Incorporate R3 into strategic plan

Miscellaneous:

- Reallocate resources
- Take on a business model rather than a protection model of MGMT
- Conduct research that informs messaging that appeals to NON HUNTERS
- Be relatable and adaptable
- Collaboration, partnerships and content generation
- Do not take our resources for granted
- Engage more private companies who know how to produce cost effective, tangible results
- Expand to focus on nontraditional audiences
- Give everyone a voice
- Make the whole system more user-friendly (Illinois)
- Mobilize volunteers through RDs

Target Audiences

**Question BP3: How well has your organization identified its target audiences?**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>I don't know</td>
<td>3</td>
</tr>
<tr>
<td>Not at all</td>
<td>16</td>
</tr>
<tr>
<td>A little</td>
<td>35</td>
</tr>
<tr>
<td>Somewhat</td>
<td>50</td>
</tr>
<tr>
<td>Fairly well</td>
<td>45</td>
</tr>
<tr>
<td>Completely</td>
<td>22</td>
</tr>
</tbody>
</table>

Only 22 respondents (12.9%) felt their organization had completely identified its target audiences. 51 respondents (29.8%) felt they had only identified their target audiences a little or not at all. Obviously, it is difficult to communicate with an audience you have yet to identify. This same concern is reflected in other answers as well.
This same lack of familiarity with the target audience was also reflected when the audience was asked if they felt their organization understood its target audiences. Only 6.4% felt their organizations completely understood their target audiences and 50.3% felt their organization understood their target audience a little or not at all.

These responses highlight that without an understanding of the target market, it is difficult to:
1) Design products, services or programs that relate to your market
2) Develop messaging intended to persuade/motivate your market
3) Deliver messages to your market

Question BP5: What's the number one obstacle preventing your organization from pursuing a better understanding of its target audiences?

Participants indicated that their agencies do not have the marketing and human dimensions skills and/or capacity needed to determine the target market, learn more about it and communicate with it. Participants also listed concerns related to a lack of resources--from funding to staffing to time – to address these issues. Participants also felt there is a need for cultural change and in contrast, some demonstrate a fear of that cultural change.

The major topics participants listed were:
- Target Market/HD Knowledge and Skills 59 Responses
- Resources 37 Responses
- Change/Fear 20 Responses
- Goals/Strategy/Priority 13 Responses
- Miscellaneous 19 Responses

There were several comments regarding the inability of “old white men” to understand the diverse millennial market. These comments were consolidated to the comment “Lack of ability to see the situation though our target market’s eyes.” This may be an offshoot of the participants’ lack of knowledge in marketing and/or human dimensions.
Here are some examples of the comments:

- Old people thinking they can connect with millennials better than millennials
- Not recognizing that different generations put stock in different ideals
- Not taking a fresh look at the changing interests of our customers
- Old ways of doing things to try to understand new groups (millennials)
- People who don't look or sound like us
- The older generation understanding the younger generation
- They will not accept the possibility that our audience is different from them
- Lack of diversity in employees

Participants felt uncertain about how to communicate with their target markets. Learning more about target markets via marketing and human dimensions research could alleviate these concerns and give participants greater confidence to communicate with and interact with different target audiences.

Here is a consolidated list of all the responses to the question:

**Target Marketing/Human Dimensions Knowledge and Skills**
- Lack of clearly defined and prioritized target audiences (x16)
- Lack of customer data (x15)
- Lack of marketing/HD expertise on staff (x14)
- Lack of ability to see the situation though our target market’s eyes (x9)
- Lack of connection to non-conventional users
- Marketing through conversations rather than simple digital polls
- Inability to accept that the audience is different from you
- Fear of not focusing on the current people spending money on licenses
- Need to market ourselves and what we do in a positive light - how can consumers support us of only 7% of the state knows we exist?

**Resources**
- Budget/Money/Funding (x16)
- Resources (x8)
- Time (x7)
- Staff (x5)
- Organization funding system based on aging demographics

**Change/Fear**
- Resistance/Fear of change/loss/cultural change (x4)
- Silo thinking (x4)
- Being brave enough to focus on one customer group
- Bigger issue is getting staff and partners to move away from focusing on youth
- Fear (perceived) of loss of "control" due to shifting demographics of our constituents from "hook and bullet" to "non-consumptive"
• Fostering a culture of customer first approach. And knowing the exercises to do to figure out the target
• Identifying this as a priority and seeking to tie budget/resources to results
• Internal discord
• Low Priority
• Risk averse
• Turnover...
• Unwilling to listen to the people on the ground doing the work
• Increase connectedness and communication
• Getting agency committed to R3 so it is not one person's job but is part of strategic focus of agency

Goals/Strategy/Priority
• Lack of communications and agency wide prioritization (x8)
• Political barriers/Lack of political support (x3)
• Conflicting priorities -- fundraising or outreach
• Focus is on habitat and wildlife

Miscellaneous:
• Technology (x2)
• Lack of awareness to situation
• Need to convene with our partners, logically a state-led body of stakeholders, to define that
• Apathy and complacency
• Crazy great
• Diversity of population demos across the state
• Everyone buys into the R3
• Follow up after initial contact
• Lack of community in outdoor rec audiences
• Lack of effort from people who don't feel like it's their job
• Lack of support for additional media projects vs feel-good status quo
• Size of target audience
• Stop talking, start working
• There's no 'dating site' to connect agencies with prospective hunters
• Top down support
• Trust
• Want to or commitment. Talk is cheap
• Change management and capacity
• Crisis management and lack of time/thoughtfulness to think long term
Products & Services

**Question BP6:** Does your organization create products and services for individuals who are not "paying customers" in hopes of developing a relationship with them?

![Bar chart showing responses to Question BP6](chart1)

71 (57.3%) of people felt their organization develops products and services for individuals who are not paying customers (licenses holders).

**Question BP7:** How confident are you in your organization's ability to create new products and services that non-customers will find attractive?

![Bar chart showing responses to Question BP7](chart2)

71 individuals (47.3%) felt their organization was either reasonably confident or very confident at creating new products and services that non-customers would find attractive.

When the responses to these two questions are considered with the responses regarding target audiences, an interesting situation is presented. About 30% of respondents indicated that they had identified their target audiences a little or not at all, and 50% stated that they did not understand those target audiences. However, almost 50% of respondents in the second set of questions are very confident that they are creating products and services that non-customers will find attractive. This potential contradiction may indicated a need for the R3 community to better understand marketing and human dimension skills, and further develop the relationships with current or soon-to-be customers.
Question BP8: In your personal opinion, what was the best product idea discussed at your table?

There is not much to infer from this question. It does, however, provide a list of potential future R3 efforts.

Here is a consolidated list of all the responses to the question:

Hunting and Shooting:
- Family hunts
- Golf and guns
- Hunt Bigfoot!!
- Reduced cost licenses for lapsed
- Best success has been targeting locavore, foodies with learn to hunt
- A way for non-chapter members to contribute to mission
- Adopt a club, PF program
- We developed a "Kentucky Wild" program to engage people interested in wildlife diversity conservation to establish relationships with new customers and p

Aquatic Outreach – fishing, paddling
- Paddling trails (x2)
- Fishing derby
- Free Fishing Weekend for non-license holders
- Intro to kayak fishing program
- Kayak fishing class with herpetology component
- Marked Kayak trails
- Outreach trailers for Urban fishing
- Regular fishing Saturdays, similar to little league as soccer for kids to have a regular and controlled opportunity to participate
- Rod loaner program
- Partnering with State Parks to share data and cross promote camping and fishing
- Cops and bobbers
- Sell boaters fishing licenses
- Using NASP students to implement into hunting /bowfishing events

Activities other than hunting and angling
- Adventure parks
- Develop products that appeal to non-consumptive outdoor recreationists
- Programs in parks or other areas/partners that promote a new activity in another area like archery or fishing
- Develop programs to track long term progress of recruitment using an adaptive framework
- Outdoor skills trainers as agency employees
- Attracting mushroom and shed hunters to public land
- Partnering with state parks to promote additional recreation opportunities
Birding, Wildlife Watching
- Bird watching trails
- An outdoor recreation pass for use on properties among those who don't hunt or fish
- Bird watching contests
- Crane and prairie chicken viewing ecotourism
- Eagle Watch Weekends
- Selling a Duck Stamp to birders for special access to state lands
- Wildlife watching program - includes road signs re: animals on landscape

Outreach, Marketing, & Communication
- The Becoming an Outdoor Woman (BOW) program. It targets women with little to no hunting experience. The shortcoming is follow up and getting participants (x2)
- Awareness of the agency that manages fish and wildlife
- Collect email from wildlife cam viewers or festival participating
- Creating open and positive discussion channels for the target audience. Videos and attractive outreach
- First time user marketing displays at local outdoor shops
- Maine’s Keeper of the outdoors campaign
- Outdoor Expos - public events
- Pheasant shoot field day
- Submit a photo contest

Other Revenue Sources
- Conservation license plates
- License plates that support non-game species
- Statewide sales tax that goes directly into conservation funds. Every individual is contributing whether they know it and pursue it
- Utilize other funding sources or nonprofit groups to support and help organize the event

Urban
- Suburban parks programs developed a van and trailer to take programs to urban parks
- Traveling to urban area for programming - go to the people

Youth
- Collegiate Hunters Program
- Customer id and license tracking, conversion from youth to adult programs
- Expand from high schools to colleges. Measure success by participation!!!
- PF's pollinator curriculum in schools
- Statewide collegiate archery tournament following archery club sponsorship by our Agency
- Using nerf shooting range at expos to reaching uninitiated kids and adults who may not have any gun experience and use that as a method to discuss mentor
Question BP9: List 1 or 2 metrics of R3 success besides license sales.

Here is a consolidated list of all the responses to the question:

Participation/Programs
- Number of participants (x4)
- Registration to a follow up event(s) (x3)
- Retention Rates/Return customers (x2)
- Increased participation in regulatory process
- Measuring % participants making the next step/program
- # of events, # of participants
- positive survey comments
- New partnerships with deep connections
- Number of hunt for food and fish for dinner programs
- Number of R3 programs held
- Participants creating a pathway to become a Hunter/Angler
- Participants taking multiple programs
- Participation in future programs!
- Hunter ed certificates issued
- length of time in project area
- Total participation and returning athletes. Year to year comparison
- Trend data for participation from national surveys

License Plates/Product Sales
- Membership Sales (x3)
- Collaborate with DMV to market and sell "Wildlife" license plates
- Excise taxes
- License plate sales, number of attendees at events
- Non-conflicting / supplemental revenue programs
- Number of "Wildlife" license plates issued each year
- Product sales
- Selling agency branded t-shirts. "I support wildlife"
- Number of persons "holding" a valid license to hunt or to fish

Social Media
- Facebook followers
- Marketing metrics. (Ie social media)
- Photo contests
- Social media follows
- Social media interactions on specific topics
- Video views
Survey/Measure Responses
- Pre and post event surveys (x8)
- Surveys (x4)
- General support/acceptance for hunting and fishing (x4)
- Surveys of participants and their experiences (x2)
- Positive audiences-agency relationships
- Attitude surveys
- Creel survey angler pressure estimates
- Evaluations measuring intentions
- Evaluate access usage and reasons for that usage
- Focus Groups, pre, post, follow up surveys, human dimensions - measuring attitudes towards wildlife, conservation, the agency, etc.
- Follow up surveys months after workshop
- Follow up surveys of pros to determine real impacts, behaviors
- Periodic surveys
- Survey non-customers about what would get them on the water. Get them to try one time and then ask questions about experience and future considerations
- Survey non-hunting membership growth
- Survey participants at end of learn to fish clinic on plans to go fishing on their own

Web/Online
- Web Analytics – Page views, engagement, time spent on site, etc. (x9)
- Email collections (x3)
- Volunteer stamp or membership purchase or donations (x2)
- Email Click thurs
- Open and engagement rates on unsolicited emails to license buyers
- Open email rates

Miscellaneous:
- Testimonials (x2)
- Constitute support or change of customer median age...
- Courses in schools about conservation
- decrease churn
- KDFWR has created KY Wild as a membership for those who support non-game
- Point counts
- Preference points for volunteers
- Providing specific content at an educational presentation that the audience has requested previously
- Require registration and printable permit for free fishing days
- Smiling faces
- The need for marketing our products to our citizens
- Tie metrics to target objective
- Utilization of technology
- Utilize public facilities across the landscape regardless of agency as a resource for R3 activities
- Volunteer engagement

**Innovation**

**Question BP10: How willing is your organization to try something new?**

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>I don't know</td>
<td>0</td>
</tr>
<tr>
<td>Not willing at all</td>
<td>3</td>
</tr>
<tr>
<td>Slightly willing</td>
<td>15</td>
</tr>
<tr>
<td>Somewhat willing</td>
<td>28</td>
</tr>
<tr>
<td>Fairly willing</td>
<td>39</td>
</tr>
<tr>
<td>Very willing</td>
<td>49</td>
</tr>
</tbody>
</table>

88 respondents (65.7%) felt their organization was fairly willing or very willing to try something new.

**Question BP11: How tolerant of failure is your organization (as a part of the innovation process)?**

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
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<td>6</td>
</tr>
<tr>
<td>Not tolerant at all</td>
<td>11</td>
</tr>
<tr>
<td>Slightly tolerant</td>
<td>34</td>
</tr>
<tr>
<td>Somewhat tolerant</td>
<td>39</td>
</tr>
<tr>
<td>Fairly tolerant</td>
<td>40</td>
</tr>
<tr>
<td>Very tolerant</td>
<td>21</td>
</tr>
</tbody>
</table>

61 respondents (40.4%) felt their organization was fairly or very tolerant of failure as a part of the innovation process. However, previous responses to other open-ended questions that mentioned fear, lack of support, not done that way, and other anti-innovation/anti-risk terms appear to conflict somewhat with the responses to this question. This could be a result of respondents from less accepting organizations were very vocal in the prior questions.
Question BP12: What's the first thing your organization should do to encourage staff to try new things in the R3 arena?

Participants seem to believe that their organizations need encouragement and approval to embrace change or generate new ideas. Their next needs were understanding/education followed by funding.

The major topics participants touched on were:

- Encourage New Ideas 52 Responses
- Promote/Direct Change 21 Responses
- Educate/Communicate 13 Responses
- Funding 8 Responses
- Scare Approach 3 Responses
- Strategy 2 Responses
- Miscellaneous 8 Responses

Here is a consolidated list of all the responses to the question:

Promote/Direct Change
- Direct change (x3)
- Remove old guard (x2)
- Lead by example (x2)
- Make it clear that change is good (x2)
- Better organizational understanding of the importance of participating and then mandate it
- Bring them in on the decision-making process
- Breakdown silos!
- Don't micromanage- stay out of the way
- Evaluate the old
- Give it purpose. Alignment the organization on purpose
- Realignment if staff structure so we have a more direct route to boots on the ground
- Stop keeping secrets and start listening to the constituents
- Tell them they can do new things. Often they are so locked into "it's always been this way"
- They need to see the benefit and change they are making
- Top down culture change
- Put it in their job descriptions, expectations and evaluations

Educate/Communicate
- Education of staff about R3 (x6)
- Education and training about the why and the agency expectations (x2)
- A meeting of all staff and discuss what has been done and current info on what may work
- Agency wide meeting
- Communicate that clearly
• Communication from agency and division-level leadership that trial and error/evaluation/adaptation is encouraged and expected
• Staff mentoring

Funding
• Money (x5)
• Build an R3 unit
• Customer service training
• Dedicated staff, and give them a budget

Encourage New Ideas
• Create culture of tolerance for risk / failure (x17)
• Incentives/prizes (x6)
• Be willing to listen (x4)
• Encourage innovation (x3)
• Ask them for their ideas (x3)
• Lead by example (x2)
• Make sure they know they have the power/ability to take the leap (x2)
• Acknowledge innovative ideas
• Brainstorming session, choose from the list and move ahead
• Empower strategic leaders
• Empower the right people that have knowledge and skills in R3
• Encourage bold and remind them this is FUN
• Incentives discussion that is low-consequence
• Make it FUN
• Celebrate successes and failures
• Encourage better communication between all levels of agency staff and get buy-in from everyone
• Encourage every employee to take a responsibility in r3 efforts
• Encourage, support and Incentivize
• Mandate failure
• Provide organizational support for ideas that are successful
• Set up adaptive process so staff encouraged to try new approaches to a dress uncertainty
• Support/encouragement from director/direct supervisor

Scare Approach
• scare them: project license sales based on current trends
• Your job depends on it
• Clearly state the problem of future funding!!!!!!!

Strategy
• Develop a market-based strategy supported by research. You have to commit to the process.
• Develop a plan
Miscellaneous:
- Be confident
- Beg
- Commit
- Director can take action
- Make it a priority
- Take other things off their plate
- Tie R3 initiatives to employee performance plans
- We are doing the Orange Army Initiative...PF/QF
Elevating R3 Impact Through Strategic Partnerships

Howard Vincent, CEO and President of Pheasants Forever/Quail Forever, spoke on Elevating R3 Impact Through Strategic Partnerships. Howard highlighted that the future of R3 depends on the collective effort of the conservation community. Howard shared concepts like maximizing partner value and building synergies that have helped him to develop win/win/win partnerships for his organization, their partners and R3.

90.7% of respondents reported that their organization had participated in R3 partnerships.

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148 respondents (54.1%) felt their use of partnerships were good or excellent.
65 respondents (48.5%) felt their partnerships generated more return than the effort required to arrange them. Respondents indicated that the vast majority of organizations they represent participated in R3 partnerships. Slightly more than half feel their use of partnerships was good or excellent and just under half feel that their partnerships generated more return than they required effort.

**Question P4: In your opinion, what was the best R3 partnership discussed at your table?**

Here is a consolidated list of all the responses to the question:

**NGOs**
- Illinois Learn to Hunt with PF/QF (x2)
- Learn to hunt and NWTF (x2)
- RBFF (x2)
- Partnering with local NGOs with a strategic vision, mission, and communication plan (x2)
- Mutually beneficial partnerships between NGOs and state agencies to accomplish similar objectives with different resources
- Getting NGO volunteer support for agency programs
- Leveraging groups like PF and their chapter structure to deliver good programming
- NGO funding to provide scholarships for kids to attend outdoor camps
- NGO-agency partnering that grows R3 reach and accountability
- NGOs supporting agency programs
- NWTF partnership to coordinate statewide R3 with all the partners
- Our partnership with PF. Have full support through the organization. Mutual beneficial goals and objectives
- OUTDOOR AFROS
- Partnership with SCI helping with our hunting camps
• PF and NWTF coordinated outreach efforts
• Pheasants Forever farm bill partnership in Arkansas
• Using nationally-recognized NGOs at a grass roots level to show users how they are contributing locally
• R3 coordinator joint position w NWTF
• Partnered with reps to not just get kids but to demo with addles too which brought everyone together
• Collaboration among groups to hire R3 coordinator
• Access ROW easement with BLM, St Agency and 4 NGOs
• Multiple NGOs working at state R3 events together for a common goal. All while staying unique to their own missions.
• New England Cottontail Conservation Initiative across 6 states, fed agencies and NGOs

Industry
• Manufacturers, able to have a mutually beneficial partnership
• Mossy Oak for our Field to Fork workshops
• Mossy Oak provided field staff position and have donated items for hunters to lease out equipment
• Mossy Oak providing a grant to fund an R3 position with KDFWR
• PR money from Winchester partnership for large state shooting facility
• Partnering with Winchester Ammunition to open a new shooting range. We used their sponsorship dollars as our match for f
• Outdoor Access partnering with Virginia fish & wildlife to educate homeowners and encourage urban hunting. Private companies & government agencies working
• Public and private sector working together to get actual buy-in to State program
• We are all trying to accomplish the same thing! Help each other people. Small business and big organizations working together

Schools/Youth/Families
• Agreement with 4-H shooting sports (x2)
• Capitalizing on untapped partnerships eg USA High School Target League
• High school clay target league partnering with states
• Programs with schools and county level partners where we provide resources - educational materials, training, equipment - and they do implementation with
• OKLAHOMA fishing in the schools
• Youth fishing days
• Hunter Ed camp partnership with SCI Foundation and Boy Scouts of America
• Family fishing nights
• The big catch in Arkansas. Fishing day for urban families

Mentoring
• Shared youth hunting mentorship program. Youth hunting adventures/big brothers/big sisters (x5)
• Arkansas new mentoring program. Sounds exciting
• Maryland agency bringing together partners like NWTF to host a mentored hunt on refuge land that had participants from different ages, ethnicities, and backgrounds.
• Mentors
• State agency partnered learn to hunt and mentored hunt events
• A partnership with federal and state agencies, as well as NGOs to provide mentored hunts.

Media
• Involve the media so they can tell our story
• KS recruitment program in the 1990's that involved all critter state chapters and then media. Involvement of the media was critical
• Outreach to non-hunters through media

Universities
• University research on human dimensions of outdoor recreation (not just science)
• Using the land grant university extension services network for local reach
• Utilizing university to assist with human dimension

Miscellaneous
• Partnering with a nonprofit and state agency to hold fishing events in urban areas.
• Multiple partners financially contributing to and co-managing (board) R3 coordinator position/mission
• Multiple partners working together at the same event
• Follow the model of JVs or Flyways, truly convene multi-jurisdictional partners
• State office of tourism partnerships for large events
• Internal partners
• It is critical that the focus is on the mission. Need to let go of "getting credit" and make sure to recognize all partners
• MDF, Utah DNR and tourism and SFW to partner for the 40,000 attendee western hunting and conservation expo
• Open Fields and Waters, our public access program, and the related "Public Access Atlas"
• Orgs that invest in long-term objectives and support financially
• Outreach effort at statewide fair that focused on promoting the why and not individual agencies or organizations
• Partnerships with organizations to offer equipment at greatly reduced cost to facilitate programming
• Powderhook
• Multi-partner
• The orange army
Role in R3

Question P5: To what degree has your organization identified its role in R3?

91 respondents (66.3%) felt their organization had defined its role in R3 to a fair or great degree. However, nearly four in ten felt their organization has identified its role in R3 only some, a little or not at all.

Question P6: What resources or assistance do you need to better understand your role in R3?

66.1% of respondents wanted direction and support from state leadership and/or also are seeking centralized plan/strategy/resources at the state or national level. More and more states have R3 coordinators and their own R3 plans, but seemed to indicate that they need additional direction and approval.

The major topics participants touched on were:
- Support from State Leadership: 56 Responses
- Centralized Plan/Strategy/Resources: 16 Responses
- Staff: 12 Responses
- Knowledge: 10 Responses
- Data and Evaluation: 8 Responses
- Partnerships: 7 Responses

Here is a consolidated list of all the responses to the question:

Support from State Leadership
- Clear vision/direction/priority from leadership (x21)
- A plan (x10)
• Executive buy in and direction on R3 (x6)
• Funding (x4)
• Better Communication within my organization (x3)
• Time (x2)
• All available resources and organizations working on R3 programs
• Higher priority from agency media/marketing staff
• Leadership sticking to the state R3 plan
• More than just conceptual buy in. Need actual action and investment in infrastructure to support an agency culture of R3. That has to come from the top down
• Organizational buy in that places R3 on equal footing with resource divisions
• Priorities from administration and field staff
• Development of a plan and identification of key programs and initiatives
• Future plans and how to attain them. Actual tangible goals
• Inspiration and a sense of urgency
• Open ears

Centralized Plan/Strategy/Resources
• A strategic plan stepped down from national to regional to state to local levels (x12)
• A common marketing effort for the industry
• A model
• Evaluation tools
• Some of the concepts from WMI

Staffing
• Training (x6)
• R3 coordinator (x3)
• A team of staff to help coordinate R3 efforts
• More media specialists
• Other roles and responsibilities taken off the plate, so it can be the main focus

Knowledge
• Success Stories/understanding of what's happening in R3 across the industry (x5)
• Understanding of who the target audience is (x2)
• Better understanding of R3 in general across the organization
• Clarification
• Youth knowledge

Data and Evaluation
• Audience/Survey data (x3)
• Better understand the gaps that need to be filled
• National survey on program effects
• Results to adapt our approach
• Technology to track success
• ROI
Partnerships
- Partnerships (x2)
- I need to understand what NGOs want out of our relationship
- National partnerships and messaging to groups to ID best roles for agencies
- Talks with partners
- A definitive R3 plan involving a diverse group of partners
- Top to bottom follow through

Need from Partnerships

Question P7: What do you need that R3 partners might be able to offer? (Check top 3)

- Other: 19
- Volunteer expertise: 47
- Promotional support: 67
- Access to audiences (students, customers, members): 75
- Access to facilities (classroom, shooting range, pier): 41
- Volunteer labor: 103
- Supplies for events: 19
- Product: 28
- Money: 65

The top item respondents felt they needed from a partnership was volunteer labor, followed by access to audiences and promotional support.

Question P8: If you answered "other" on the last question, what did you mean?

The major topics participants touched on were:
- Guidance: 7 Responses
- Resources: 2 Responses

Here is a consolidated list of all the responses to the question:

Guidance
- Clear guidance on agency R3 priority programs and goals for those programs
- Clear roles
- Communication between organizations to set goals and expectations along with evaluation of programs
- Established networks
• Need partner buy in on change. Actions need to change. Change is hard
• Shared goals and objectives w strategies for each partner to implement
• CANDOR!

Resources
• Better education resources
• Mobile app

Offer to Partnerships

The primary thing respondents felt they could offer to a partner was access to facilities and land for R3 programs, followed by promotional support and access to audiences.

If you answered "other" on the last question, what did you mean?

• Direction/ideas/Strategy (x4)
• Human dimensions/research/evaluation experience (x4)
• Data (x2)
• Coordination (x2)
• Offer networking and access to groups and organizations not in the room
• Training
• Insights into the motivations, interests and messages for our targeted audiences
• Information and education resources
• License Discounts/Rebates for new hunters
• Legislative, policy, regulation support
Seeking Partnerships

**Question P10: How well do you feel your organization is equipped to PURSUE R3 partnerships?**

- I don't know: 0
- Not at all: 0
- Not very well: 11
- Somewhat: 36
- Reasonably well: 63
- Extremely well: 50

113 respondents (70.6%) felt their organization was reasonably or extremely well equipped to pursue R3 partnerships.

**Question P11: What obstacles prevent you from SEEKING new R3 partnerships? (Check top 3)**

- Other: 70
- No one ever asked us to partner: 11
- Lack of potential partners in my area: 12
- Understanding how to do it: 37
- Contacts: 49
- Money: 29
- Time: 95

Time was listed most frequently as the obstacle preventing partnerships, followed by “other,” then contacts, understanding, and money. The largest category of obstacle in the “other” responses was leadership/management, which included a mixture of issues ranging from a lack of priority to active resistance.
Question P12: If you answered "other" on the last question, what did you mean?

The major topics participants touched on were:
- Leadership/Administration  42 Responses
- Partner Issues     26 Responses
- R3 Team Issues   11 Response
- Miscellaneous    11 Responses

Here is a consolidated list of all the responses to the question:

Leadership/Administration Issues
- Clear direction/prioritization/plan (x12)
- Bureaucracy/Internal Politics (x11)
- Lack of Administration being onboard (x4)
- Political, legislative constraints (x3)
- Leadership bias
- internal needs not identified
- Not built here syndrome
- State agencies can't react fast enough - not nimble
- That's our job mentality
- We do it ourselves attitude
- Difficulty in measuring outcomes
- Lack clear plan for how the partnership can benefit the program
- Lack of a strategic plan for uniting all the partners and focusing efforts
- Lack of effort to be strategic
- Federal regulations that prevent us from using branded educational materials already developed

Partner Issues
- Not sure what to ask partners like retailers and manufacturers for (x3)
- What we THINK we already know about potential partners and their interests (x2)
- If it isn't their idea they tend to shoot it down. No one wants to be a part of something when it isn't their idea
- Not being able to articulate what we can contribute
- Knowledge of which new partners can help us and how
- Lack of buy in from local NGOs. Specifically, regarding research and data
- Lack of mutual priorities
- Limited number of partners that share our specific mission so need to find common ground and make relevant to the
- Need to expand outside of usual partners
- Not using a broad definition of partner
- Retailers wanting to just give products instead of deeper, long term partnerships
- Right ppl engaged in partnership building, coordinating asks among agency so not overwhelming partners, agreement/contractual red tape
Some NGO's seem off limits or unapproachable
We need new partnerships with unusual suspects....
Willing partners
Politics of who our executives view as a good partner
Barriers against shooting sports in schools
Fear of a loss of brand recognition...them, not us
Risk aversion and apathy in places we need experimentation and grit
Success in demonization of firearms
Lack of open ears
Political/social capital

R3 Team Issues
Staff capacity (x6)
Once bitten twice shy (x3)
Just getting started on R3 program (x2)
Dedicated position

Other/Unclassified:
BE MORE FLEXIBLE
Cultural and mission differences
Need more trust
ownership of silos
Promoted / marketed ROI versus real ROI
Proprietary concerns
Sharing data
Slippery slope worries
Age. Big companies don't give us a chance
Don't feel like R3 Community wants to include us
Everyone wants millennials, but no one listens to them
Chapter 2- Regional R3 Committees

On the afternoon of Wednesday, May 23, R3 Symposium attendees divided into regional groups and were tasked with identifying regional R3 priorities and needs. This Symposium steering committee recommended this activity during the early planning stages of the Symposium because of consensus among members of the R3 profession that some R3 efforts could be more effective and efficient if conducted at a regional level. This format for the afternoon sessions at the Symposium permitted the attendees to pursue this idea and identify needs and priorities for these regional structures to continue to adapt and advance their collective R3 efforts. Attendees were asked to participate in the workgroups based upon the location of their home state within each of four regional state fish and wildlife agency associations (Southeast, Northeast, Western, and Midwest).

In preparation for regional breakout sessions, organizers hosted a series of conference calls before the Symposium with each of the chairs of the regional R3 committees to discuss and plan the breakout sessions. An agenda template for each meeting was developed with feedback from the committee chairs before being circulated and approved by the general membership of each regional R3 committee (Appendix II). These agendas were posted to the landing page of the National R3 Symposium for event attendees to review ahead of the event. Per their request, the regional R3 committees reconvened as a larger group after the breakout sessions to debrief and discuss the results of each session.

The Nebraska Game and Parks Commission provided staff to help coordinate the meetings and collect notes so chairs could deliver the reports during the following larger group session. The meetings were conducted as planned with attendance ranging from 15 to 45 individuals. At the conclusion of the meetings, all attendees reconvened, and each committee chair offered a five-minute report on what was discussed or identified in their meetings. The time remaining was then dedicated to a large brainstorming session to continue to identify needs and priorities to advance R3 at both the regional and national level.

Event coordinators synthesized each regions’ notes into a larger document, drawing on the themes that arose from each committee, and combined this with the notes from the larger brainstorming session. The following results demonstrate both the opportunities that this collaborative effort yielded as well as the amount of work needed to continue to expand and solidify regional implementation of R3.

Regional Needs

The following are a condensed list of regional needs synthesized from the reports of each regional committee meeting. Each region prioritized needs differently and, as a result, the following list is not in any order of priority. Supporting details are pulled from the regional notes to explain regional needs further.
• Institutionalize R3 and Develop Organization Buy-In

R3 professionals are interested in working within their agencies to continue to develop understanding and buy-in on the concept of R3. Engagement of directors was one of the highlights of the larger group discussions as committee members believe that agency directors must be continually involved in R3 efforts so that buy-in is built to get R3 embedded within agency culture. Regions reported that Director engagement would help in maintaining clear R3 goals and expectations, which they could then share widely with staff. Regions also noted that other efforts such as the New England Cottontail effort have been effective because of the shared goals and specific objectives identified in these initiatives, and this approach may be effective if applied to R3 efforts as well. Many of the regions spent additional time discussing successful strategies to help involve other agency employees in R3 efforts.

• Marketing

Marketing was a topic of interest in every committee meeting; however, the context in which it was discussed was unique to each region. Overall, regions are looking to employ better marketing practices to accomplish four things: 1) recruit new potential audiences in outdoor recreation, 2) involve current participants as mentors/teachers to new participants, 3) encourage current or lapsed participants to participate more, and 4) generate public support for outdoor recreation and conservation. Regions discussed a diversity of needs associated with this priority area and recognized that efforts carried out at the regional or even national level would enable more efficient application and may yield better results. Regions are seeking assistance in identifying target audiences, developing marketing materials, and then evaluating the impact of these efforts to determine the effectiveness.

• Evaluation and Research

All regions are struggling with evaluation of their R3 efforts. Conversations during the meetings ranged from defining what R3 was to identifying appropriate metrics to evaluate the return on investment of R3 efforts. Some regions are seeking to better understand topics such as data mining, survey development and administration, and key performance indicators. Other regions discussed the creation of evaluation guidelines to help R3 professionals understand how and when to evaluate programs and efforts. Yet, other regions are seeking tools, such as best management practices, so that they may assess their efforts and then train staff to conduct and execute effective programs. Many regions discussed the need to establish national evaluation metrics for R3 efforts and then also access other states’ reports so that they may compare efforts across state lines and learn from each other. Finally, two regions discussed the need to review the current scientific literature on effective R3 efforts and identify any gaps or needs in research so that these could be prioritized and addressed in a systematic approach in the future.
• Mentoring and Training New Participants

Mentoring and training of new participants were discussed extensively in two regional meetings. R3 professionals believe that current outdoor recreation participants are a key to engaging and recruiting new participants, but the approach to involving these participants is mostly still unknown. Regions discussed marketing to current participants to recruit them as mentors or teachers and began to identify needs in order to progress down this path. Many R3 professionals in the committee meetings perceive this as a significant challenge and see an opportunity to approach this topic at both the regional and national level to achieve a scalable, effective “call to action” to “mobilize sportsmen in R3.”

• Partnerships

A few regions discussed the need to engage more partners in their collective R3 efforts. It seems partner involvement is inconsistent across regions as some regions identified potential entities to partner with while others identified drafting input for federal R3 efforts as one of their action items at the end of the meeting, demonstrating that a relationship was already established and being pursued at the regional level. Further, committee members recognized that a significant portion of the regional meeting attendees represented only state fish and wildlife agencies. Regions recognized that the needs of regional R3 efforts span well beyond the states’ efforts and a conscientious effort was needed to include and engage more industry and NGO partners. Regions concluded that partnerships are a critical part of future R3 efforts and it is necessary to plan more effective R3 efforts to address needs of all R3 partners.

• Regional Structure

Each committee was asked to discuss needs and improvements for future regional R3 efforts. Every region is in a different place in their understanding and coordination of R3 efforts. Regional needs varied considerably and this may be expected as each region operates under a different structure. Further, some regions have existed for five or more years while others met only for the second time during this meeting. However, committees generally identified the following items as potential needs to address to improve regional R3 functionality:

- Bandwidth/Time – Regions need resources to manage regional efforts. Resources could include coordination personnel as well as funding to conduct and manage projects. This might require reallocation of existing employee time to focus on larger efforts. Collectively, the audience agreed that further review was needed to determine how the coordination of R3 regional approached should occur.

- Organized Way to Identify Needs – While each region has similar problems or needs, they each prioritized them differently. The process to identify regional priorities needs to be clarified. Regional committees need to look at their needs as
a region before they begin developing tactics to address and prioritize them.

- Communication – Collaborative efforts at the regional level will benefit every region, especially if the results are communicated clearly to the rest of the community. Regions need to establish and use communication structures among committee members. As an example, interregional communication groups on the National R3 Symposium might assist in communication across states in one specific region.

- Regional Plans - Regional committees discussed if there were enough capacity at the regional level to focus on regional plans when individual state agencies may not yet have established state-level R3 coordinators and/or plans. A regional plan requires a significant investment of resources. A potential solution could be to develop a regional plan that is approved by the regional members and then be used to facilitate the development of state-level plans. Regional efforts provide an opportunity to pool resources and share information; however, committee members recognized that it might be necessary to bring in a third party to assist with coordination.

Generally, R3 professionals acknowledged that regional efforts may present an opportunity to advance R3 efforts. Each region varies in their approach to R3 and as a result, have different needs. Future efforts should address the infrastructure of these committees and work with each to help develop collaborative initiatives to increase the capacity and effectiveness of overall R3 efforts. The subjects identified previously are some areas to begin this work and may present an opportunity to organically develop the regional infrastructure as more and more R3 professionals begin to seek expertise and support of the greater R3 community.
Chapter 3 – Mentoring Group Meeting

During the afternoon of May 23, 2018, a group of organizations focused on mentoring new participants into the outdoors also met at the Symposium to share information and updates on their programs. Many mentor organizations presented on their different individual efforts followed by the discussion concepts related to mentoring. The group shared some of the following ideas regarding future mentoring efforts:

- **Recruiting Mentors for Current Programs**

  Finding the right mentors is a critical component of good mentoring programs. Different programs have used social media to target potential new mentors. NWTF has offered incentive programs to motivate mentors while other organizations such as Georgia R3 Initiative have provided mentor competitions.

- **Complimenting Other Programs**

  Some groups shared insights into how they partner with other organizations to find mentors and build off of existing infrastructure. For instance, Pheasants Forever proposed that the National Mentor Hunter Training Program seek elements to include that would complement other existing programs and then potentially expand into a national mentor database.

- **Communicating the Need for Mentors**

  The range of skills required to mentor someone was discussed. Some groups offered that novice hunters might be able to mentor a novice better than an experienced hunter because they can provide basic information in an approachable manner. Further, groups discussed that mentoring may be a great reactivation tool because once they start mentoring, they usually get a lot more active in both mentoring and hunting. Finally, it was highlighted that current hunters might not be aware that there is a need for mentors and that articles/efforts to promote R3 should include a call-to-action for current hunters to engage in a program or initiative.

The meeting concluded with the confirmation of another meeting to occur in 2019.
Summary

The National R3 Symposium attracted more than 325 individuals representing more than 100 organizations and 40 states from across the nation. Turnout for the event exceeded the steering committees’ expectations. The event covered a broad array of topics that participants reported having a significant positive impact on their individual R3 efforts.

A final survey of event participants was conducted to identify satisfaction levels as well as document suggested improvements for future events focused on R3. The survey was distributed via email in the month following the event. The emails received an average open rate of 43.5%, and the survey received a completion rate of more than 39.4%. As mentioned in the introduction, the event steering committee identified four goals that should be accomplished in coordinating this event. The Council used these goals to determine the success of the National R3 Symposium. Event attendees were asked their level of satisfaction in achieving these goals.

More than 50% of the survey respondents confirmed that the National R3 Symposium achieved at least three out of the four established outcomes for this event. The event successfully raised awareness of R3 at a national level, as well as identified current challenges to advancing R3. Further, the event provided a venue for professionals to develop and foster partnerships focused on R3. The fourth outcome, which focused on implementation of R3, received a rating of 43%, highlighting an opportunity for future events and conferences to expand on the tactical and “how to” aspects of R3.

Given the attendance at the R3 Symposium and the increasing number of states with R3 Coordinators and R3 Plans, it appears that a large portion of organizations have adopted the basic R3 philosophy and best practices. Three closely related themes continually occurred in the facilitated discussion as well as committee meetings that could be addressed in the future to advance R3. These include:

**Direction:** From the responses provided in the facilitated discussions with DJ Case and the increasing number of states with R3 Coordinators and R3 Plans, it appears that many organizations have adopted the R3 philosophy and started to develop strategies to address R3. Some professionals indicate that they are unclear on implementation priorities and the availability of resources at their disposal to achieve them.

**Support/Priority:** R3 professionals may not be receiving sufficient support from leadership to achieve all R3 goals. Some professionals indicated they met resistance when presenting new ideas, suggesting unconventional partnerships, or implementing unproven approaches.

**Centralized National Effort:** R3 professionals all over the country are charged with the same task of increasing the number of outdoor recreationists. They face many of the same obstacles and presumably have similar target audiences. They may lack resources or capacity to address all of the challenges before them. This aspect, combined with the similarity of their challenges, seems to be causing them to look for any synergies that might be available by coordinating their efforts with other organizations.
Future R3 efforts and events should consider these ideas and factor in opportunities to address each theme. These areas may represent the next immediate challenges that organizations face as they advance R3 in the coming months and years. Further, the comments and thoughts included in this report demonstrate that there is much work to be completed by R3 professionals and the collective conservation and outdoor recreation-based community.

Based on the survey response, as well as numerous correspondence with event attendees in the months following the event, event organizers are generally satisfied with the outcome of the first-ever National R3 Symposium. Now more than ever, partners are focused on R3 and the future of outdoor recreation and conservation. The event successfully engaged all partners and provided a venue for people to congregate, network and strategize to ensure a bright future for this profession. A platform and a network are now in place for the R3 profession to grow, and this event is a testament to the commitment of the conservation community to addressing the challenges and needs for R3 well into the future. The Council to Advance Hunting and the Shooting Sports recognizes and embraces the focused need for action on R3 and looks forward to working alongside its numerous partners to address these needs in the coming months so that this movement, and this profession, will continue to grow and advance. In the coming months, the Council will convene a working group to begin the process to identify the next steps for implementation of state, regional and national efforts focused on R3.
## Appendix I National R3 Symposium Agenda

<table>
<thead>
<tr>
<th><strong>Monday, May 21</strong></th>
<th><strong>Registration &amp; Vendor Set-Up</strong></th>
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<tbody>
<tr>
<td>3:00pm – 5:30pm</td>
<td><strong>Opening Reception</strong> – Offsite: The Jasmine Room (129 N. 10th Street #115, Lincoln, NE 68508)</td>
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<tr>
<th><strong>Tuesday, May 22</strong></th>
<th><strong>Coffee &amp; Pastries</strong></th>
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<tr>
<td>7:00am – 8:00am</td>
<td><strong>Exhibits Open</strong></td>
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<tr>
<td>7:00am – 6:00pm</td>
<td><strong>Registration &amp; Information Desk Open</strong></td>
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| 8:00am – 8:30am   | **Opening Ceremonies**  
*Introduction: Nick Wiley, Chairman of the Board for the Council to Advance Hunting and the Shooting Sports  
Welcome to Nebraska: Director Jim Douglas, Nebraska Game and Parks Commission.* |
| 8:30am – 10:45am  | **Plenary Session**  
8:30am – Jay McAninch, Invited Speaker  
9:00am – Bob Ziehmer, Bass Pro Shops, Inc.  
9:15am – Greg Sheehan, U.S. Fish & Wildlife Service  
9:30am – Roundtable Perspectives on Industries’ Futures  
<p>| 10:45am – 11:00am | <strong>Break</strong> |</p>
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| 11:00am – 12:00pm | **Celebration of R3 Advancements**  
Featuring: Jim Curcuruto, National Shooting Sports Foundation; Hank Forester, Quality Deer Management Association; Chris Willard, Oregon Department of Fish and Wildlife; Rich Wissink, Pheasants Forever/Quail Forever.  
Moderator: Dave Chanda, Recreational Boating & Fishing Foundation. |
| 12:00pm – 1:00pm | **Lunch** – Grand Ballroom ABC1                                                                |
| 1:15pm – 2:15pm | **The Significance of R3 in Organizational Change**  
Featuring: Dan Forster, Archery Trade Association;  
Glenn Hughes, American Sportfishing Association; Becky Humphries, National Wild Turkey Federation; Darin Moore, Virginia Department of Game and Inland Fisheries.  
Moderator: Steve Williams, Wildlife Management Institute. |
| 2:15pm – 3:15pm | **Data & R3**  
*Introduction:* Jeff Rawlinson, Nebraska Game & Parks Commission  
*End Our Antiquated Ways – Employ Data to Increase Success* – Rob Southwick, Southwick Associates  
*The Fourth “R”: Research. Lessons Learned and the Advantages and Disadvantages of Various Research Methods* – Mark Damian Duda, Responsive Management |
| 3:15pm – 3:30pm | **Break**                                                                                       |
| 3:30pm – 4:10pm | **Marketing & R3**  
*Introduction:* Liz Ogilvie, American Sportfishing Association  
*Connecting with Consumers* – Patrick Finnegan, Swanson Russell |
| 4:10pm – 4:50pm | **Mobilizing Sportsmen in R3**  
*Introduction:* Blake Henning, Rocky Mountain Elk Foundation  
*Re-Engaging the Workaday Sportsman* – Andrew McKeen, Verbose |
<p>| 4:50pm – 5:15pm | <strong>Group Discussion of Marketing &amp; Mentoring</strong>                                                     |
| 5:30pm – 7:30pm | <strong>Evening Reception</strong> – Atrium                                                                   |</p>
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<tr>
<td>8:00am – 8:10am</td>
<td>Welcome &amp; Introduction to Day 2</td>
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<td>John Frampton, CEO &amp; President, Council to Advance Hunting and the</td>
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<td>Shooting Sports</td>
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<td>8:10am – 8:30am</td>
<td>National Hunting and Fishing Priorities</td>
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<td>Aaron Mize, U.S. Fish &amp; Wildlife Service</td>
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<td>8:30am – 10:10am</td>
<td>Work Session 1: 21st Century Business Practices</td>
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<td></td>
<td>To embrace R3, conservation organizations must build relationships</td>
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<td>with their members, license buyers, and consumers; and may do so</td>
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<td>by bolstering their capacity to embrace better business practices,</td>
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<td>marketing, and technology. Doug Cummings will offer some insights</td>
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<td>in how we might do this and leverage these practices for a better</td>
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<td>future for R3. Audience discussion will follow and the results</td>
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<td>will be captured and used to inform future R3 efforts.</td>
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<td>8:30am – Doug Cummings, Arizona Game &amp; Fish Dept.</td>
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<td>9:00am – Facilitated Discussion with DJ Case &amp; Associates</td>
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<td>10:10am – 10:30am</td>
<td>Break</td>
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<tr>
<td>10:30am – 12:00pm</td>
<td>Work Session 2: Elevating R3 Impact Through Strategic Partnerships</td>
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<td>The future of R3 depends on the collective effort of the</td>
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<td>conservation community. Where does your organization fit in the</td>
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<td>big picture? Howard Vincent will address concepts such as</td>
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<td>maximizing partner value and building synergies throughout the</td>
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<td>conservation community, and then will allow for audience</td>
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| 12:00pm – 12:30pm | **The Future of R3: Whose Job is It?**  
                          *Matt Dunfee, Wildlife Management Institute* |
| 12:30pm – 1:30pm     | **Lunch** – Grand Ballroom ABC1                                          |
| 1:30pm – 4:00pm     | **Regional R3 Committee Meetings / Mentoring Group Meeting**  
                          *MAFWA – Lancaster Ballroom 4/5/6*  
                          *SEAFWA – Hawthorne Room*  
                          *WAFWA – Lancaster Ballroom 1/2/3*  
                          *NEAFWA – Olive Branch Room*  
                          *Mentoring Group – Garrat Room* |
| 3:40pm – 4:00pm     | **Break**                                                               |
| 4:00pm – 4:45pm     | **Collective Discussion from all R3 Committees & Groups**              |
| 4:45pm – 5:15pm     | **Looking Forward**                                                     |
Appendix II. Regional R3 Committee Template Agenda

Region:
Committee Contact:

**Purpose:** Identify the regional R3 priorities and determine how regions may be mobilized to address or implement large-scale R3 solutions.

**Discussion Framework**
I. What are region-level R3 priorities for this region?

As an example, the following are frequently noted within regions as top large-scale R3 priorities:
- Data & R3
- Marketing & R3
- Mobilizing Sportsmen in R3

Are there other priorities that need addressed in your region?

II. Please rank these priorities in order of importance for your region.

III. What are the capacity constraints you have as a region to be able to work on the priorities as a region?

IV. Given current capacity constraints, what actions (no matter how small) could your region commit to in addressing your prioritized issues?

**Other Committee-Specific Topics**
Submitted ahead of the event by the members of individual regions.
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