

National R3 Implementation Workgroup Interim Report

Executive Summary:

The National Recruitment, Retention, and Reactivation (R3) community has made significant progress to address the implementation of the National Hunting and Shooting Sports Action Plan (National Plan), and to advance hunting and shooting sports R3 efforts. In late 2018, the Council to Advance Hunting and the Shooting Sports (Council) convened the National R3 Implementation Workgroup (IWG) to review the current adoption of R3 best practices and identify factors that might be halting further implementation of the National Plan and hunting and shooting sports R3 efforts. Together, this workgroup of 24 R3 experts (representing 10 states and 14 organizations) dedicated more than 1,500 hours of work over five months to document ten key R3 Implementation Priorities areas with more than 74 different needs that the collective R3 community should address to achieve the ultimate goal of creating more hunting and target shooting sports participants.

Through this structured process, the IWG has a clear and comprehensive understanding of the challenges to R3 implementation at hand that will lead to the successful development of state, regional and national work plans to tactically remove barriers to the implementation of R3 efforts. Further, this process is expected to yield products that the R3 community may use to advance R3 implementation. The IWG has developed this interim report to inform the Council Board of Directors on the needs and opportunities that must be addressed to fully implement the actions emphasized in the National Plan, and to advance hunting and shooting sports R3 efforts.

National R3 Implementation Workgroup Members

Samantha Pedder, Co-Chair
Council to Advance Hunting and the Shooting Sports

Kristen Black, Co-Chair
Council to Advance Hunting and the Shooting Sports

Alex Baer
OnX Maps

Cyrus Baird
Council to Advance Hunting and the Shooting Sports

Emily Beach
American Sportfishing Association
(Now with USA Archery)

Mike Christensen
Pass It On! Outdoor Mentors

Brian Clark
Kentucky Department of Fish and Wildlife Resources

Jim Curcuruto
National Shooting Sports Foundation

Matt Dunfee
Wildlife Management Institute

Mary Emmons
USA Archery

Charles Evans
Georgia Wildlife Federation

Hank Forester
Quality Deer Management Association

Josh Gold
Archery Trade Association

Mandy Harling
National Wild Turkey Federation

Eddie Herndon
Virginia Department of Game and Inland Fisheries

Mike Hobson
Texas Parks and Wildlife Department

Scott Lavin
Arizona Game and Fish Department

Kris McCarthy
Massachusetts Division of Fisheries and Wildlife

Aaron Mize
US Fish and Wildlife Service

Jeff Rawlinson
Nebraska Game and Parks Commission

Courtney Schaefer
Pheasants Forever/Quail Forever

Brett Stayton
Congressional Sportsmen's Foundation

Keith Warnke
Wisconsin Department of Natural Resources

Chris Willard
Oregon Department of Fish and Wildlife
(Now with Sovereign Sportsman Solutions)

Megan Wisecup
Iowa Department of Natural Resources

Jon Zinnel
Vista Outdoor

Definitions

- **Agency or Agencies:** National or state fish and wildlife management agencies
- **Industry:** Retailers, manufacturers and representative trade associations who support hunting and the shooting sports
- **IWG:** National R3 Implementation Workgroup
- **Levels:** the scale at which an effort or initiative takes place (national, regional, state, or local)
- **National Plan:** referring to the *National Hunting and Shooting Sports Action Plan* completed in 2016 by the Council and its partners
- **NGO:** Nongovernmental organization, specifically referring to those working in the conservation sector
- **Participants:** Individuals who engage in hunting and/or the shooting sports
- **R3:** recruitment, retention, and reactivation of participants in hunting and recreational target shooting sports
- **R3 community:** the group of professionals dedicated to advancing R3 efforts, represented by their engagement as one of 2,200 members of the National R3 Online Community and beyond
- **R3 efforts:** efforts conducted by organizations to recruit, retain, and reactivate participants in hunting and recreational target shooting sports
- **R3 initiative:** the national effort dedicated to increasing hunting and recreational target shooting participation
- **RIP:** R3 Implementation Priority
- **Stakeholders:** Agencies, conservation and shooting sports organizations, and industry

Introduction

Since 2009, the Council to Advance Hunting and the Shootings Sports (Council) has worked to identify and address the challenges facing the future of hunting and target shooting sports. With strong partnerships, the Council has been a leader in establishing a national movement focused on the recruitment, retention, and reactivation (R3) of participants in hunting and target shooting sports. The Council has achieved critical milestones in this R3 initiative such as the release of *The National Hunting and Shooting Sports Action Plan* (National Plan) in 2016 and the execution of the first-ever National R3 Symposium in 2018. During the span of three short years, the conservation community has invested valuable resources into the R3 initiative as more than 40 state fish and wildlife agencies and numerous conservation partners have developed new R3-dedicated staff positions to lead their R3 efforts; an action which was one of the first recommended tasks for organizations to pursue as outlined in the National Plan. Additionally, organizations have hosted R3 workshops and summits, and a few have released strategic R3 plans and guidance documents. Together, the Council and its partners have demonstrated that hunting and shooting sports participants are critical elements of American culture and conservation and are worth the investment of time and work to ensure they remain a vital component in the future of outdoor recreation and wildlife conservation.

Over the years, the Council and its partners have found success in the R3 initiative through collaboration. From 2013 to 2016, a group of R3 professionals worked diligently to craft the National Plan. From 2017 to 2018, another collective group convened as the Steering Committee for the National R3 Symposium to develop the agenda and content. Time and again, this process has resulted in successful efforts that have advanced the national R3 movement. For these reasons, the Council once again convened a group of R3 experts to identify and address the next challenges facing R3.

In 2018, the Council formed the National R3 Implementation Workgroup (IWG) to complete tasks within three critical areas over an eighteen-month period.

1. **Progress – Given that** the national R3 initiative evolved rapidly following the release of the National Plan, the workgroup will review the progress the R3 community has made thus far in implementing the recommendations of the National Plan. The workgroup will review the results of the National R3 Symposium and identify other constraints and capacity needs. The workgroup is expected to develop recommendations for assisting the R3 community in advancing R3 implementation.
2. **Process** – As many organizations have made progress on R3 initiatives, the R3 community faces constraints and challenges to advancing R3 implementation at regional and national levels. The workgroup will review the current infrastructure of the R3 community and provide recommendations to improve the effectiveness of regional and national R3 initiatives.
3. **Products** – Some of the challenges and constraints of implementing R3 efforts require the development of products and tools. The workgroup will identify and prioritize necessary products and develop a work plan to create these products.

The IWG members were selected based on expertise, interest, and other factors including location (representation of each of the four regional R3 committees regions), organizational type (agency,

industry, and nongovernmental organization [NGO]), and scale (national, regional, and state) to achieve a diverse and knowledgeable sample of the R3 field (Appendix A).

Approach

The IWG met for the first time in Oklahoma City, OK on November 1, 2018. Members were asked to identify factors that might be halting further implementation of the National Plan and the advancement of state, regional, and national hunting and shooting sports R3 efforts. To complete this task, IWG members decided to both list and categorize all known possible barriers or factors preventing the advancement of implementation of the National Plan and R3 efforts. Through a facilitated process, the workgroup identified more than 150 factors and assigned them to one of 12 different categories. The IWG labeled each category and their associated factors as an “R3 Implementation Priority” (RIP).

Next, the group determined that each RIP required a significant amount of refining to accurately synthesize its barriers and factors. Each member of the IWG elected to work on different RIP groups that reflected their interest and expertise. Each RIP group then reviewed the ideas presented from the initial meeting, expanded the initial ideas to ensure all factors or barriers were identified, and then developed a series of needs and associated actions required to address the barriers and factors.

After the November 1 meeting, Council staff worked with members of the IWG to refine the rosters of the individual RIP groups and determine chairs for each group. The Council then developed a three-phase schedule to help the RIP groups meet via conference call, and review the work through a peer-reviewed process. The Council also created a template to standardize the approach each individual RIP groups took to refine their ideas. On Dec. 3, 2019, the IWG met again via webinar to review the proposed template and phased approach. The process to complete the template was recorded to ensure consistency in approach across the RIP groups. Slight adjustments were made to the process and the group agreed to move forward with this proposed three-phase approach (Figure 1.)

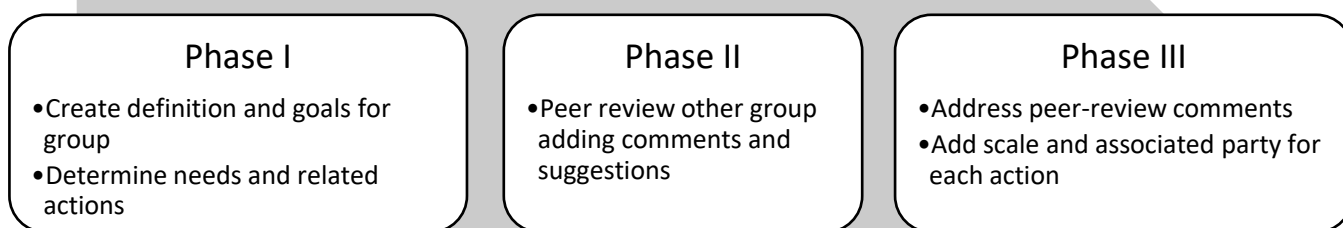


Figure 1. The three-phase approach used by the National R3 Implementation Workgroup to address the barriers preventing further implementation of the National Hunting and Shooting Sports Action Plan and associated R3 efforts.

In Phase I of the RIP process, each RIP group met at least twice by phone, then worked to refine their ideas offline. Phase I calls were used to identify a definition, goals, needs, and related actions for each

RIP. Council staff then set a schedule for the RIP-to-RIP peer reviews based on the results of Phase I (Figure 2). Phase II began on February 12, 2019 and each RIP group provided comments and feedback on the ideas presented by the other groups. Council staff attempted to pair peer reviews to permit individual workgroup members to utilize their specific expertise and perspectives (e.g. industry versus state agency; marketing, licensing or program coordinator, etc.) to round out the content in the respective RIP documents. Through this process, most of the RIP documents were reviewed or edited by at least half of the members of the entire workgroup. The RIP documents included in Appendix B denote original members of the authoring RIP group and the members of the peer-review group.

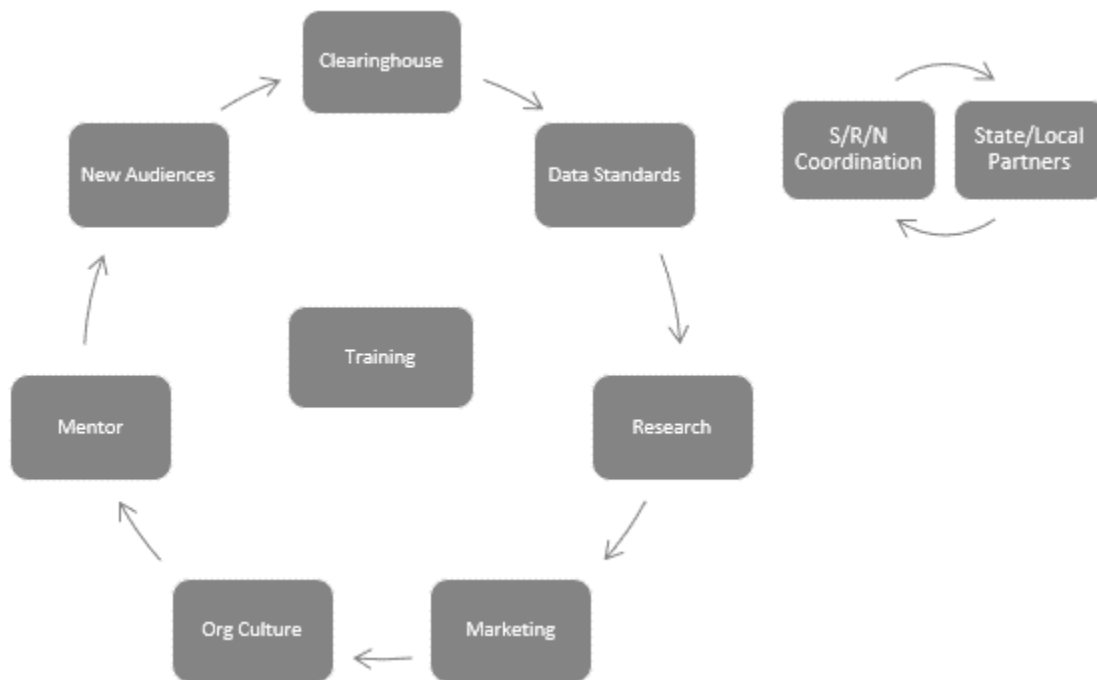


Figure 2. The Council developed a peer-review process to allow members of the IWG to provide comment on multiple RIP topics. Review pairings were set up based on a review of the content within the RIP topics and in an effort to connect complimentary topics together. The diagram above demonstrates the flow of reviews. The State/Regional/National Coordination (S/R/N) and State/Local Partners groups reviewed the other topic. The Training RIP was developed and reviewed by a collection of different IWG members.

Prior to Phase III, the IWG met again in person during the 85th North American Wildlife and Natural Resource Conference in March. The meeting was attended by 19 of the IWG members. During this meeting, the members reviewed the progress made in the RIP process and the Council staff shared some observations regarding the group’s progress as well.

The IWG then determined the next steps in the RIP process. First, Phase III of the RIP process would be used to refine the RIP documents so that all the barriers or factors could be viewed in one complete document. Further, the group agreed to complete an interim report to present to the Council Board of Directors at its Spring Meeting for its consideration and review. The group then elected to meet in-

person after the Council Board Meeting to begin development of a work plan to prioritize some of the pressing RIP needs and begin work to tactically address each need.

Phase III started with group calls to address peer review comments on each group's original RIP document. To aide in the development of this Interim Report, Council staff also asked RIP groups to assign a scale (national, regional, state, local) and an authority (agency, NGO, industry) to each recommended action. Groups met at least twice by phone again during Phase III. On April 8, 2019, documents incorporating peer review comments, scale, and authority were compiled and returned to Council staff to review, revise, and begin development of this interim report.

Observations on the R3 Implementation Priorities

This interim report is the result of the collective efforts of the twenty-four members of the IWG. The ideas included in the RIP documents represent more than 1,500 hours-worth of work, estimated to be valued at more than \$42,000. In November, the group identified more than 150 different barriers or factors halting progress in implementation, and after five months the IWG coalesced and refined those ideas into ten priority topics with 74 different needs identified.

The completed RIP documents (Appendix B) represent an organized assessment of the current state of R3 efforts in the nation and provide refined ideas on the needs and associated actions recommended by the IWG members to advance implementation of the National Plan and R3 efforts at the state, regional, and national levels. Through the structured RIP process, the IWG members began to better understand the true constraints halting progress in implementation. Oftentimes during the RIP group calls, members would acknowledge that there were themes or complimentary aspects of the different needs or actions identified to resolve one specific RIP that would also impact needs or actions for a separate RIP. During the meeting in March, the group determined that these themes and other observations were important to document and bring to the attention of the Council Board of Directors and collective R3 Community. The members noted that these themes might influence and impact the success of the next steps the IWG takes to develop a strategic work plan and the direction in which the R3 community advances thereafter. The following are collective observations of the workgroup members with examples from the RIP documents to serve as demonstrations of the observations.

I. Level(s) of Implementation of R3 Efforts

Barriers to implementation of R3 efforts exist at different levels within the R3 community and profession. The term "level(s)" is used to refer to R3 efforts occurring at the local, state, regional or national level. The National Plan acknowledged that in order to tackle R3 efforts nationwide, a workforce must first be established. Over the last few years, many organizations have hired R3 Coordinators. Currently, it is estimated that there are more than 40 positions nationwide actively working to implement hunting and shooting sports R3 efforts for their organizations. Most of these individuals are working at the state level, while a few individual coordinators are working at the national level on behalf of an industry or NGO entity. This increase in capacity with the addition of many R3 coordinators has significantly changed the approach in which the collective R3 community may address these barriers and factors affecting R3 implementation. Recognition of the difference in the levels where these barriers exist, or that solutions might be developed, is

critical to develop strategic approaches that adequately leverage the resources and capacity at those levels to resolve the respective barriers. Each of the RIP documents in Appendix B include a column to demonstrate this observation and begin to suggest the level at which each action, need, and priority area might be addressed.

Through the RIP process, barriers and factors were identified that could be addressed at an organizational or a local level to further an organization's R3 efforts. Examples of these include:

- Building a statewide database of willing mentors to match with new participants (*D-3-5)
- Establishing media relations with local outlets for advertising purposes (G-10-3)
- Pilot testing programs on the ground to evaluate success of new or proposed techniques (I-2-3)

There are barriers that could be addressed at the state level by state fish and wildlife agencies, and/or a collection of different entities. Examples of these include:

- Complicated licensing and regulation systems (D-8-3)
- Lack of a social habitat for new/incoming participants (F-1-3)
- Access to standardized educational and informational resources (G-1-3)
- Creating a framework for states to successfully maintain engaged partners (G-2-1)

There are barriers that could be addressed by the regional R3 committees. Examples of these include:

- Standardizing a structure, goals, and expectation of regional committees (H-2-2)
- Marketing tools to attract mentors and new participants (D-7-2)
- Identifying research priorities (F-2-1)

Finally, there are barriers that could be addressed by the collective efforts of multiple organizations and R3 coordinators at the national level. Examples of these include:

- Identifying standardized curriculum for educational courses (I-4-1)
- Developing online trainings for gaps in knowledge of R3 personnel (J-2-2)
- Developing, housing, and maintaining a clearinghouse of standardized information (A-1)

The consideration of these different levels of implementation are very important to understand and keep in mind as the collective R3 community develops strategies to move implementation efforts forward.

II. Roles of Implementation

As with most challenging conservation efforts, no state or entity alone will be able to address all of the challenges responsible for declining and changing trends in fishing, hunting, boating, and the shooting sports. Resolution of the barriers and factors for many different RIPs will require collaborative solutions spanning efforts of NGOs, state and federal fish and wildlife agencies,

industry organizations, universities, media and many other partners. The inclusion of many different types of organizations in larger scale (state, regional, or national – level) efforts permits the flexibility, creativity, and innovation that is necessary to tackle many of the R3 barriers and factors identified in the RIP documents. The development of strategies to address different barriers should factor in the abilities and expertise of the different organizations invested in R3 efforts and attempt to situate organizations (and their resources) in the best roles possible to advance community-wide solutions. Coordination of local and national efforts will provide clarity on where R3 initiatives are needed and capitalize on resources required to support those efforts. Intra-organizational coordination of R3 efforts have improved over the past several years but are still in their infancy and the need for expanded coordination and evaluation is necessary. In the RIP documents, the last column demonstrates the different roles that many of the different types of partners may fill. Few needs or actions relied on just one entity to completely resolve the solution.

Further, the inclusion of more partners beyond the scope of hunting and target shooting sports efforts is necessary. The IWG specifically focused on R3 efforts related to hunting and target shooting, but given the structure of many different organizations, it is expected that resolutions of these barriers will include partners beyond the initial scope of only hunting and target shooting groups. For example, the Clearinghouse RIP specifically acknowledges that partners such as the Recreational Boating and Fishing Foundation (RBFF), the American Sportfishing Association (ASA), and the National Marine Manufacturers Association (NMMA) will be critical partners in collecting and distributing key information for the clearinghouse. These are first considerations of roles and will be addressed and revised as many defined plans are drafted, but this approach exemplifies the potential roles organizations might fill moving forward and how solutions could be addressed by multiple entities.

Finally, these roles of implementation are not tasks which may be assigned to organizations, but rather roles that organizations must consider for themselves. Through this RIP process, the IWG identified tangible and tactical actions that need implemented and it will be upon individual organizations to determine their own strengths and then elect to collaborate and coordinate with other entities to create effective, scalable and lasting R3 efforts.

III. Complimentary Approaches / Redundancies between RIP Groups

Many of the current barriers impeding R3 implementation are caused by interwoven and complex problems. This RIP process presented one opportunity to break down those problems and begin a tactical approach through identifying needs and actions to resolve them. As a result, many RIP documents present needs or actions that are complimentary to actions presented in another RIP group. For example: the “Clearinghouse RIP” identifies a need for a research and reports section (A-4). Concurrently, the “Research RIP” identifies the need for communication and dissemination of information, or a clearinghouse to catalogue pertinent information regarding R3 efforts (F-4).

All RIP groups identified needs that overlapped with other RIP groups. This notion is showcased in the RIP documents in Appendix B with the inclusion to complimentary RIP topics following specific actions. This lends to the understanding that all ten broad topics identified are

interconnected. Understanding these points of intersection helps to identify which needs may become priorities and which subsections should be paired for implementation. For example: the “Mentorship RIP” includes subsections on marketing and targeting new audiences (D-12). Ignoring these overlaps may lead to duplicative efforts with the same end goal as another RIP group, whereas acknowledging them may leverage collaborative efforts that increase effectiveness.

IV. Progression in Addressing the Different Factors or Barriers

Through this RIP process, it became clear that there are certain RIPs or tasks, which may be acted upon quickly to advance R3 implementation efforts, while others will require more investment of time and resources to completely address. The IWG expects that addressing certain RIP topics first will yield products that may effectively help to advance other community-wide R3 efforts. An ideal example of this point is the Clearinghouse RIP because in the process of creating a clearinghouse product, a central point to access information necessary for work related to other RIP topics such as Research and Data Standards is established. Therefore, focused effort on these specific areas, like the Clearinghouse or State/Regional/National RIP, may expedite progress and the rate of advancement of efforts in other RIP topics. In contrast, RIP topics such as Mentoring or Targeting New Audiences will require the allocation of more resources and the benefit of time to address and find adequate and appropriate solutions to resolve. The IWG will review the RIP needs and actions and develop its next steps with this prioritization strategy in mind.

Summary

The purpose of this Interim Report is to present the first-ever comprehensive R3 implementation needs assessment at meaningful scales to the Council to Advance Hunting and the Shooting Sports Board of Directors. The process pursued through the IWG, along with the expertise of its members, created a broad understanding of the challenges facing effective implementation of the National Plan and hunting and target shooting sports R3 efforts. The state of R3 in the U.S. has changed greatly in a short period due to previous work done by the Council and its partners, unprecedented recruitment of state R3 coordinators, and unanticipated investment in R3 efforts made by numerous organizations in the last three to five years. This increase in capacity has led to increased opportunities to address more of the challenges facing R3 in the hunting and the shooting sports. The information and resources included in this interim report provide not only a clear and comprehensive synthesis of the challenges to R3 implementation, but they also provide an unprecedented resource that can lead to the successful development of state, regional and national work plans to tactically remove barriers to multi-scale R3 implementation.

Next Steps

Members of the IWG committed to 18 months, and in the first six months, the group has successfully cataloged most of the current challenges or barriers impeding R3 implementation. With a catalog of needs and actions established, the IWG may proceed into the second phase of this process which will include reconvening, prioritizing the needs and actions with the observations listed above considered, and resulting in development of a tactical plan. Further, the development of the plan will be a participatory process involving the inclusion and discussion of multiple individuals and organizations

and the IWG will take actions to seek and include feedback to further expand upon the ideas presented herein as well as prioritize the actions it takes. The IWG intends to release this report to the R3 community and many key partners to inform them of the progress, and to present an opportunity for further collaboration. From there, members of the IWG and the extended R3 community can work together to address those needs and further advance implementation of R3 efforts.

The members of the IWG will reconvene in summer 2019 to begin the development of the strategic plan to address the 74 needs and actions identified here. The strategic plan and products are also expected to coincide with the execution of the 2020 National R3 Symposium, expected to occur in May 2020.

Appendix A: Members of National Implementation Workgroup

Name	Company	RIP Group
Alex Baer	OnX Maps	Data Standards and Evaluation, State/Regional/National Coordination
Cyrus Baird	Council to Advance Hunting and the Shooting Sports	All
Emily Beach	American Sportfishing Association	Data Standards and Evaluation (Chair)
Kristen Black	Council to Advance Hunting and the Shooting Sports	Training (Chair), All
Mike Christensen	Pass It On! Outdoor Mentors	Mentoring
Brian Clark	Kentucky Department of Fish and Wildlife Resources	Marketing (Chair), Targeting New Audiences
Jim Curcuruto	National Shooting Sports Foundation	Clearinghouse, Research
Matt Dunfee	Wildlife Management Institute	All
Mary Emmons	USA Archery	State/Local Partnership, Targeting New Audiences
Charles Evans	Georgia Wildlife Federation	Targeting New Audiences (Chair), Organizational Culture
Hank Forester	Quality Deer Management Association	Mentoring, Targeting New Audiences
Josh Gold	Archery Trade Association	Mentoring, Targeting New Audiences
Mandy Harling	National Wild Turkey Federation	Clearinghouse, State/Local Partnership
Eddie Herndon	Virginia Department of Game and Inland Fisheries	Marketing
Mike Hobson	Texas Parks and Wildlife Commission Department	Data Standards and Evaluation, Organizational Culture, Research
Scott Lavin	Arizona Game and Fish Department	State/Local Partnership (Chair), Organizational Culture
Kris McCarthy	Massachusetts Division of Fisheries and Wildlife	State/Regional/National Coordination (Chair), Data Standards and Evaluation
Aaron Mize	U.S. Fish and Wildlife Service	State/Local Partnership, State/Regional/National Coordination
Samantha Pedder	Council to Advance Hunting and the Shooting Sports	Training (Chair), All
Jeff Rawlinson	Nebraska Game and Parks Commission	Mentoring (Chair), State/Local Partnership
Cortney Schaefer	Pheasants Forever/Quail Forever	Mentoring

Brett Stayton	Congressional Sportsmen's Foundation	Marketing, Research, Targeting New Audiences
Keith Warnke	Wisconsin Department of Natural Resources	Research (Chair), Marketing
Chris Willard	Oregon Department of Fish and Wildlife	Organizational Culture (Chair), State/Regional/National Coordination
Megan Wisecup	Iowa Department of Natural Resources	Clearinghouse (Chair), Marketing, State/Regional/National Coordination
Jon Zinnel	Vista Outdoor	Clearinghouse, State/Local Partnership

Appendix B: RIP Documents

(A)

RIP: Clearinghouse

Authors: Megan Wisecup (Chair), Jim Curcuruto, Mandy Harling, Jon Zinnel

Peer reviewers: Data Standards (Emily Beach, Alex Baer, Kris McCarthy, Mike Hobson)

Description: Information sharing and inter-organizational cooperation are hallmarks of successful large-scale strategic initiatives. A clearinghouse mechanism serves as the conduit to facilitate access to data, create transparency and to point out factors relevant to implementation of a convention. It is a decentralized needs-oriented system that assists decision-making and improves coordination. Key elements of a clearinghouse include information exchange, cooperation, network development, transparency and the availability of national, regional, state, and local data. The development of a clearinghouse will minimize duplication of effort and foster cooperative activities. By promoting the availability, quality and requirements for digital data through a searchable on-line system the mechanism would greatly assist in coordination of data collection and research activities as well.

Goal: Utilize a tactical approach to develop and implement a combined angling, boating, hunting and shooting sports R3 Clearinghouse in order to improve information sharing, communication and cooperation among states, industry and organizations.

Need	Related Actions	Scale (Local, State, Regional, National)	Associated Parties (NGO, Industry, Agency, Academia, Media)
(1) Develop a joint clearinghouse for angling, boating, hunting and shooting sports information sharing	<ol style="list-style-type: none"> 1. Determine who is best suited to host the R3 clearinghouse 2. Determine what the clearinghouse would look like (framework, layout, content headings, categorization, sharing/posting mechanisms, software, log in capabilities, security, access levels, etc.) This will be done in cooperation with other RIP efforts and include key stakeholders in order to promote engagement/use of the mechanism so it will be successful 3. Determine where the best location(s) would be for the clearinghouse to reside 	<ol style="list-style-type: none"> 1. National 2. National, with input from Regional & State 	<ol style="list-style-type: none"> 1. All (CAHSS¹, RBFF², AFWA³) 2. All

¹ CAHSS: Council to Advance Hunting and the Shooting Sports

² RBFF: Recreational Boating and Fishing Foundation

³ AFWA: Association of Fish and Wildlife Agencies

	<p>(nationalr3plan.com, CAHSS.org, takemefishing.org/r3, etc.)</p> <ol style="list-style-type: none"> Determine the search functionality needs with input from other RIP efforts and key stakeholders to promote engagement/use of the mechanism Determine the guidelines and digital data requirements (file format, size, etc.) for posting/housing data within the clearinghouse including multi-media (webinars, pod casts, videos, photos, etc.). This will be done in cooperation with other RIP efforts and key stakeholders in order to promote engagement/use of the mechanism. Create a timeline/action plan for the development and implementation of the various components of the clearinghouse (set priorities/phases) 	<ol style="list-style-type: none"> National National, with input from Regional & State National, with input from Regional & State National 	<ol style="list-style-type: none"> All (CAHSS, RBFF, AFWA) All All (CAHSS, RBFF, AFWA) All (CAHSS, RBFF, AFWA)
<p>(2) Implement a clearinghouse section for R3 successes and lessons learned</p>	<ol style="list-style-type: none"> Develop a mechanism or implement an existing survey tool to collect information from the states and organizations to generate a library of lessons learned (successes & failures) in relation to various R3 efforts that is easily searchable so that states and organizations can utilize it more effectively and efficiently Catalog all potential R3 partners in the relevant state, regions, etc. including conservation and shooting sports organizations, retailers and manufacturers. Work with ATA, WMI, ASA, etc. to obtain information or direct links to where information is cataloged (National Plan – Page 14) Catalog what types of R3 staff other states have (program coordinators, human dimensions, marketing, etc.) and what types of skills those 	<ol style="list-style-type: none"> National, with input from Regional & State National, with input from Regional & State National, with input from Regional and State. 	<ol style="list-style-type: none"> All All All (CAHSS, RBFF, AFWA)

	different individuals can provide (job descriptions)		
(3) Implement a clearinghouse section for current R3 projects	<ol style="list-style-type: none"> 1. Develop a new mechanism or implement an existing survey tool to collect information on current R3 projects in a standard format for more usable information so states and organizations can easily track what others are working on 2. Develop a master list of existing R3 programs/efforts including goals, objectives, ORAM maps and evaluation for each (National Plan – Page 13) 	<ol style="list-style-type: none"> 1. National, with input from Regional & State 2. National, with input from Regional & State 	<ol style="list-style-type: none"> 1. All 2. All
(4) Implement a clearinghouse section for existing and new research and reports	<ol style="list-style-type: none"> 1. Assemble a list of existing R3 related research and reports with input from Research RIP efforts (RIP F) (<i>Research (RIP F)</i>) 	<ol style="list-style-type: none"> 1. National, with input from Regional & State 	<ol style="list-style-type: none"> 1. All
(5) Implement a clearinghouse section for Best Management Practices (BMPs) and Toolkits	<ol style="list-style-type: none"> 1. Assemble a list of existing Best Management Practices related to the various aspects of R3, and also include input from other RIP efforts (see below) 2. Include marketing Best Practices/Benchmarks/Metrics and toolkits (<i>Marketing RIP efforts (RIP C), Mentoring RIP (RIP D), Research RIP (F)</i>) 3. Include Return on Investment (ROI) Best Practices as it related specifically to the conservation industry (license sales) (<i>Organizational Culture (RIP E)</i>) 	<ol style="list-style-type: none"> 1. National, with input from Regional & State 2. National 3. National 	<ol style="list-style-type: none"> 1. All 2. NGO (CAHSS, RBFF, NSSF⁴, ATA⁵, ASA⁶, Potential Marketing Industry Partners)

⁴ NSSF: National Shooting Sports Foundation

⁵ ATA: Archery Trade Association

⁶ ASA: American Sportfishing Association

	<ol style="list-style-type: none"> 4. Include Data Standards and Evaluation BMPs (including sample survey questions, templates, findings and qualitative approaches that are manageable) <i>(Data Standards and Evaluation RIP (RIP B))</i> 5. Include Shooting range/archery park designs (National Plan – Page 23) 6. Include Guidelines/Best Practices for engaging stakeholders and partners <i>(State/Local Partnerships (RIP G), State/Regional/National Coordination (RIP H))</i> 7. Assemble a list of existing toolkits related to the various aspects of R3 <i>(Marketing RIP (RIP C), Mentoring RIP (RIP D))</i> 	<ol style="list-style-type: none"> 4. National, with input from Regional & State 5. National 6. National 7. National 	<ol style="list-style-type: none"> 3. NGO, (RBFF, CAHSS, ASA, NSSF, ATA, NMMA⁷) Industry, Agency (USFWS), 4. NGO (CAHSS, RBFF, WMI⁸, ATA, ASA, NSSF, NMMA) 5. NGO (NRA⁹, ATA, NSSF) 6. All (CAHSS, RBFF, AFWA, WMI) 7. All
(6) Clearinghouse must have direct-link capabilities so persons inside and outside of the R3 community can easily access the shared data	<ol style="list-style-type: none"> 1. Explore the use of available web-based technologies to allow states and organizations to embed information from the clearinghouse in multiple online locations that pull from a single source point so if content is changed or updated it reflects so in the content on the other sites 2. Design and configure a system of access levels for sharing information outside of the community 3. Determine what content is available to the public outside of the community 	<ol style="list-style-type: none"> 1. National, with input from Regional & State 2. National 3. National 	<ol style="list-style-type: none"> 1. All (RBFF, CAHSS, AFWA) 2. All (RBFF, CAHSS, AFWA) 3. All (RBFF, CAHSS, AFWA)
(7) Promote and Train R3 professionals and partners on how to access, post and utilize information within the	<ol style="list-style-type: none"> 1. Develop and provide resources and training to states and organizations (as needed) to increase awareness of the clearinghouse and how states and organizations can utilize the information 	<ol style="list-style-type: none"> 1. National, with input from Regional & State 2. National 3. National 	<ol style="list-style-type: none"> 1. All 2. Clearinghouse RIP 3. Clearinghouse RIP, CAHSS, RBFF, AFWA

⁷ NMMA: National Marine Manufacturing Association

⁸ WMI: Wildlife Management Institute

⁹ NRA: National Rifle Association

clearinghouse as an essential tool for their jobs	<p>contained within more effectively and efficiently (<i>Training (RIP J)</i>)</p> <ol style="list-style-type: none"> 2. Review the existing R3 index and determine how it can be more accessible and easier to use 3. Develop a communications plan to roll out clearinghouse once available and encourage ongoing usage by R3 practitioners 		
(8) Meet with key angling and boating counterparts to discuss and agree upon the various components of a shared clearinghouse	<ol style="list-style-type: none"> 1. CAHSS will set up a joint meeting between Clearinghouse RIP and key counterparts on the boating and angling side to discuss a potential combined R3 clearinghouse at the North American Meeting in March 2019 	<ol style="list-style-type: none"> 1. National 	<ol style="list-style-type: none"> 1. All (CAHSS, RBFF, ASA, NMMA, ATA, NSSF)
(9) Identify potential funding mechanisms for the development of a clearinghouse and management going forward	<ol style="list-style-type: none"> 1. Identify project costs for development, implementation and ongoing management and maintenance 2. Identify potential vendors to develop and/or host clearinghouse and/or various components 3. Identify funding mechanisms for development of clearinghouse and management going forward 	<ol style="list-style-type: none"> 1. National 2. National 3. National 	<ol style="list-style-type: none"> 1. CAHSS, RBFF 2. CAHSS, RBFF 3. CAHSS, RBFF

(B)

RIP: Data Standards/Evaluation

Authors: Emily Beach (Chair), Alex Baer, Kris McCarthy, Mike Hobson

Peer reviewers: Research (Keith Warnke, Jim Curcuruto, Mike Hobson, Brett Stayton)

Description: One key element delaying the implementation of effective R3 efforts is the lack of evaluation and understanding of the impacts from the efforts. R3 professionals need to consistently measure the progress and impact of those efforts over time. Understanding the current participation in hunting, fishing and target shooting are critical elements of evaluating R3 progress. Some organizations have active, timely customer-relationship management (CRM)¹⁰ systems in which they can track customer behavior in real-time, while other organizations struggle to even employ electronic licensing systems or online event registration systems. An emerging theme among the R3 Community and profession is a lack of access to relevant data. Key advancements have been made, such as the development of the WMI survey tools, the Hunter and Angler Scorecard (National Plan), and the development and evolution of state, regional, and soon national data dashboards. However, these projects are small in comparison to the true need for conservation organizations that are invested in R3 to open their data, evaluate their progress, and situate their efforts so that they may adaptively manage them over time. The data dashboards and scorecards currently available offer one example of ways to collect data, but there are other standards that need to be identified to help evaluate efforts more effectively. Further, while these tools exist, few entities apply and share them to evaluate and monitor the effectiveness of their programs.

Goal: Develop guidance and tools to identify and remove organizational barriers to R3 efforts and clear a path for R3 personnel to be successful; and to develop a standard evaluation process and data collection method that can be used from a program level to a national level across any R3 strategy. Further, develop a training program that teaches R3 staff how to evaluate, manage, and interpret data in order to benefit decision making. Goals of future R3 efforts should be evaluated for metrics such as return on investment and other metrics used in standard evaluation.

¹⁰ Customer relationship management (CRM) is the combination of practices, strategies and technologies that companies use to manage and analyze customer interactions and data throughout the customer lifecycle, with the goal of improving customer service relationships and assisting in customer retention and driving sales growth. CRM systems compile customer data across different channels, or points of contact between the customer and the company, which could include the company's website, telephone, live chat, direct mail, marketing materials and social media. CRM systems can also give customer-facing staff detailed information on customers' personal information, purchase history, buying preferences and concerns.

Need	Related Action	Scale (Local, State, Regional, National)	Associated Parties (NGO, Industry, Agency, Academia, Media)
(1) Organizational Culture – Awareness and Value of Data Standards and Evaluation	<ol style="list-style-type: none"> 1. Conduct an Organizational Culture Survey that will result in defining intra-organizational problems, barriers to R3 implementation, and data management and utilization (<i>Organizational Culture (RIP E)</i>) 2. Invest in new technologies that will enhance and improve current licensing and CRM systems (<i>Marketing (RIP D), Organizational Culture (RIP E)</i>) 3. Provide organization-wide education/training on R3 and the role it plays and priority it has within the organization (<i>Training (RIP J)</i>) 4. Make sure each organization and/or department has access to data to make informed decisions <ol style="list-style-type: none"> i. Designate key R3 personnel with access to data to make informed decisions ii. Regional R3 committees develop a call-to-action to support data access at organizational level iii. Encourage License Managers to be included as part of the R3 team in an organization 6. Remove inter- and intra-agency barriers and share data and evaluation results across all departments 7. Inform managers that data collection and evaluation are critical to the success of each R3 program 8. Include industry partners in efforts with state agency directors to communicate the value of functioning license sales, CRM systems and evaluation processes. This can help to answer common questions such as: <ol style="list-style-type: none"> i. Where are their Federal Excise Tax dollars going? ii. How is the state working to grow participation (customers) for their business? iii. How can the industry help agencies achieve those goals? 9. Recommend state agencies hire a human dimensions staff position or consultant to help with data analytics and utilizing results to improve R3 planning (<i>Research (RIP F)</i>) 10. Identify a good structure for a team approach to R3 which is led by one R3 professional (<i>Organizational Culture (RIP E)</i>) 	<ol style="list-style-type: none"> 1. National 2. State 3. Local, State 4. Local, State 5. State 6. State 7. State, Regional, National 8. State, Regional 9. State, Regional 10. State 11. Regional, National 	<ol style="list-style-type: none"> 1. All 2. All 3. All 4. All 5. Agency 6. All 7. All 8. Industry, Agency 9. Agency, NGO 10. Agency, NGO 11. All

	<ol style="list-style-type: none"> 11. Develop statement for national leaders to embrace regarding cohesive expectations for data management, access, and use <ol style="list-style-type: none"> i. Outline problem ii. Connect similar partners for common goals 		
(2) Access to Data – Structure and Training	<ol style="list-style-type: none"> 1. Develop standardized approach for evaluating R3 efforts to compare among states and regions, considering factors such as: <ol style="list-style-type: none"> i. CRM systems availability ii. Electronic licensing systems availability iii. Identify state agencies’ ability to adopt and implement such systems iv. Identify barriers to implementation and possible business solutions or partners that can address those barriers 2. Recommend organizations provide proper resources and access to data for staff <ol style="list-style-type: none"> i. Properly identify users and privileges ii. Allocate budget for data interpretation and utilization 3. Develop unified metrics for evaluating and interpreting data for different types of R3 efforts such as marketing campaigns, one-day events, long-term programming, and hunter education 	<ol style="list-style-type: none"> 1. State, Regional, National 2. State, Regional 3. State, Regional, National 	<ol style="list-style-type: none"> 1. All 2. All 3. All
(3) Application & Interpretation of Data	<ol style="list-style-type: none"> 1. Current Project – State, Regional & National Data Dashboards <ol style="list-style-type: none"> i. Promote adoption of data dashboards across the regions and nationwide ii. Develop standards for dashboards so state agencies who can do the work internally can contribute to the regional and national dashboards iii. Identify minimum data needed to participate in dashboard efforts 2. Help organizations translate R3 efforts, effectiveness, and measurements of success at a high level so all staff, regardless of data and statistics training, can understand and utilize the results 3. Recommend partners utilize and include information on recreational target shooters and tournament participation numbers over the past 10 years to measure long-term success of overall R3 efforts. Potential partners could include: <ol style="list-style-type: none"> i. National Field Archery Association (NFAA) ii. USA Archery iii. High School Bass Tournaments iv. ASA Archery v. Scholastic Shooting Sports Program 	<ol style="list-style-type: none"> 1. State, Regional, National 2. State, Regional, National 3. State, Regional, National 	<ol style="list-style-type: none"> 1. All 2. All 3. Agency, NGO

(C)

RIP: Marketing

Authors: Brian Clark (Chair), Eddie Herndon, Brett Stayton, Keith Warnke, Megan Wisecup

Peer Reviewers: Organizational Culture (Chris Willard, Scott Lavin, Mike Hobson, Charles Evans)

Description: Marketing¹¹ the diverse opportunities for, and the many benefits of, hunting and recreational target shooting is vital to sustaining societal support for and participation in these activities. Key marketing needs include inventorying existing and required market research; identifying and cataloging best practices; creating a marketing toolkit; developing a national hunting and shooting sports marketing plan; coordinating and communicating within and outside the industry; and evaluating to determine effectiveness and areas for responsive improvement.

Goal: Identify marketing needs and recommended actions to 1) maximize social support for (from increasing broad societal awareness and acceptance, to connecting prospects with opportunities) and 2) participation in hunting and recreational target shooting.

Need	Related Action	Scale (Local, State, Regional, National)	Associated Parties (NGO, Industry, Agency, University/Research)
(1) Market Research	1. Identify successful and unsuccessful campaigns to date, recommend effective elements to use, and common lessons learned 2. Conduct review of existing literature or research <i>(Research (RIP F))</i> 3. Identify current or newer related marketing campaigns or efforts and obtain evaluations where possible 4. Research and segment key target audiences and identify promising new segments <i>(Targeting New Audiences (RIP I), Mentoring (RIP D))</i>	1. National, Regional, State 2. National, Regional, State 3. National, Regional, State 4. National, Regional, State 5. National, Regional	1. All 2. All 3. All 4. All 5. All

¹¹ Marketing is defined by the American Marketing Association as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."

	5. Research effective messaging and means of reaching key consumer segments to aid marketing planning, implementation and evaluation <i>(Mentoring (RIP D), Research (RIP F))</i>		
(2) Best Practices	<ol style="list-style-type: none"> 1. Identify and elaborate best practices for marketing hunting/shooting 2. Determine methods and identify messages which positively impact attitudes and behavior 3. Identify opportunities for crossover marketing efforts between/across geographies 4. Leverage resources and marketing opportunities (regionally, between states, across industry) 5. Recommend organizations identify and reduce barriers to participation (e.g., licensing clarity and ease of purchase, complexity of regulations, etc.) <i>(Targeting New Audiences (RIP I))</i> 6. Identify tools and strategies for implementation to help states employ e-licensing¹², all partners to use CRM, etc. 7. Recommend staffing or contracting alternatives for agencies & partners/partnerships to allow organizations to effectively market 8. Encourage evaluation and define agreed-upon benchmarks, ROI measures & other metrics <i>(Data Standards and Evaluations (RIP B))</i> 	<ol style="list-style-type: none"> 1. National, Regional 2. National, Regional 3. All 4. All 5. National, Regional, State 6. National, Regional, State 7. National, Regional, State, Local 8. National, Regional, State 	<ol style="list-style-type: none"> 1. Industry, Agency, NGO 2. All 3. All 4. Industry, Agency, NGO 5. All 6. All 7. Industry, Agency, NGO 8. All
(3) Marketing Tool Kit	<ol style="list-style-type: none"> 1. Catalog best practices for organizations to implement including toolkits, creative content and templates <i>(Clearinghouse (RIP A))</i> 2. Provide examples of effective targeted marketing by other industries to key audiences <i>(Clearinghouse (RIP A))</i> 3. Identify relevant, existing reference resources (R3 Handbook, etc.) <i>(Research (RIP F))</i> 	<ol style="list-style-type: none"> 1. All 2. All 3. National, Regional, State 4. National, Regional, State 	<ol style="list-style-type: none"> 1. All 2. Industry, Agency, NGO 3. All 4. Industry, Agency, NGO

¹² Administer recreational licenses, permits, and reservations to customers using customized, web-based automated systems.

	4. Provide Evaluation strategies and tools (e.g., software) which employ metrics identified in best practices <i>(Data Standards and Evaluation (RIP B))</i>		
(4) National Marketing Plan	<ol style="list-style-type: none"> 1. Develop plan: <i>(Mentoring (RIP D))</i> <ol style="list-style-type: none"> i. Identify goals/objectives including priority audiences/segments ii. Consult with non-endemic marketing professionals about reaching new audiences iii. Develop strategies & campaigns that include a toolkit iv. Identify needed resources, including staff and contracting needs to be addressed 2. Implement plan 3. Evaluate using toolkit metrics 4. Revise plan as needed in response to evaluation 	<ol style="list-style-type: none"> 1. National, Regional, State 2. All 3. All 4. National, Regional, State 	<ol style="list-style-type: none"> 1. Industry, Agency, NGO 2.. All 3.. All 4. Industry, Agency, NGO
(5) Community-wide engagement	<ol style="list-style-type: none"> 1. Inclusion of all agency, NGO, research and industry members and partners to increase communication and evolution of marketing approaches to R3 <i>(State/Local Partnerships (RIP G), State, Regional, National Coordination (RIP H))</i> 2. Engage from outset through entire process of efforts 	<ol style="list-style-type: none"> 1. All 2. All 	<ol style="list-style-type: none"> 1. All 2. All

(D)

RIP: Mentoring

Authors: Jeff Rawlinson (Chair), Josh Gold, Hank Forester, Mike Christensen, Cortney Schaefer

Peer reviewers: Targeting New Audiences (Charles Evans, Brett Stayton, Josh Gold, Hank Forester, Brian Clark, Mary Emmons)

Description: Current efforts to increase mentorship in hunting have not proven effective enough to move the regional or National needle. Most states have several hundred thousand active hunters, yet a lack of coaches, mentors, and instructors was noted as one of 16 key threats in the *National Hunting and Shooting Sports Action Plan* facing hunting and shooting sports that must be addressed if R3 efforts are to be successful. Additionally, research suggests that a large cohort of potential mentors and mentees exists, but little is understood as to their motivations, barriers and needs. A better understanding and implementation of effective mentoring programs and communication measures to motivate these two groups would potentially reverse downward hunting participation trends.

Goal: Understand elements of successful mentoring programs as well as current mentor/mentee motivations and apply that knowledge to expand and promote effective mentoring efforts from the current base of hunting and recreational target shooting participants to ultimately increase hunting and recreational shooting participation.

Need	Related Action	Scale (Local, State, Regional, National)	Associated Parties (NGO, Industry, Agency, Academia, Media)
Structured Programs			
(1) Define Effective Mentoring	1. Define “mentors” 2. Define effective mentoring 3. Carefully define levels of mentoring and their impacts 4. Identify further definitions as needed	1. National 2. National 3. National 4. National	1. All 2. All 3. Agency, NGO, Industry 4. All
(2) Determine effective programs by state	1. Maintain database with mentoring program participant contact information and share info amongst R3 partners (<i>State/Local Partnerships (RIP G)</i>) 2. Develop a rubric to evaluate mentoring programs 3. Develop survey questions for mentoring program graduates and a uniformed process to analyze	1. State 2. Regional, National 3. State, National 4. National	1. Agency, NGO 2. Agency, NGO 3. Agency, NGO, Industry 4. Agency, NGO, Industry

	<p>collected data; then encourage organizations to post data on Clearinghouse (<i>Clearinghouse (RIP A)</i>)</p> <p>4. Publish an annual report which reviews both effective and ineffective mentoring strategies and programs</p>		
(3) Identify barriers to mentoring by state	<p>1. Survey agency/organization staff to identify perceived barriers to mentoring</p> <p>2. Survey current hunters to identify perceived barriers to mentoring</p> <p>3. Develop a comprehensive list of known barriers to mentoring new hunters</p> <p>4. Using the comprehensive list of known barriers to mentoring, each state should compile action items to address each barrier at a local level and develop a comprehensive Road map/Framework/Immediate recommendation list should be developed to help states focus on key barrier segments (<i>State/Local Partnerships (RIP G)</i>)</p> <p>5. Build statewide databases of willing mentors</p> <p>6. Build statewide databases of novice hunters in need of mentoring (include all recent graduates of “Learn to Hunt” workshops)</p>	<p>1. State, Regional</p> <p>2. State</p> <p>3. State</p> <p>4. State, National</p> <p>5. State, Local</p> <p>6. State</p>	<p>1. All</p> <p>2. Agency</p> <p>3. Agency</p> <p>4. Agency, NGO, Industry</p> <p>5. Agency, NGO, Industry</p> <p>6. Agency, NGO, Industry</p>
(4) Determine Best Management Practices (attributes, format, evaluations) from current programs	<p>1. Survey current mentoring programs and pair best practices with evaluated programs</p>	<p>1. Regional, State</p>	<p>1. Agency, NGO, Industry</p>
(5) Determine scalability of programs	<p>1. Publish an annual report which reviews both effective and ineffective mentoring strategies and programs, allowing R3 community to establish proven successful programs in local area rather than trying to reinvent the wheel (<i>Clearinghouse (RIP A)</i>)</p> <p>2. Write or adopt a Best Management Practices for Mentoring Programs Guide</p>	<p>1. National</p> <p>2. National, Regional</p> <p>3. National</p>	<p>1. Agency, NGO, Industry</p> <p>2. Agency, NGO, Industry</p> <p>3. Agency, NGO, Industry</p>

	3. Establish R3 program funding guidelines that weigh scalability and ROI heavily		
(6) Develop Mechanisms to better connect mentors with mentees	<ol style="list-style-type: none"> 1. Recommend partners work together to develop standardized “How to Hunt” tools that can be shared/used Nationally (<i>Clearinghouse (RIP A)</i>) <ol style="list-style-type: none"> i. Identify a team of national partners to systematically determine needs ii. Develop committees to work on these (possibly contract with consultant for development) 2. Recommend designation of a Mentor Program Coordinator in each state and encourage collaboration with state-wide R3 committee (<i>State/Local Partnerships (RIP G)</i>) 3. Provide Mentor Program Coordinator with Best practices and databases of mentors and novice hunters in need of mentoring 	<ol style="list-style-type: none"> 1. State, National 2. State 3. State 	<ol style="list-style-type: none"> 1. Agency, NGO, Industry 2. Agency, NGO, Industry 3. Agency, NGO, Industry
(7) System to better analyze program efficiency and distribute info to partners	<ol style="list-style-type: none"> 1. Work with a proven firm to develop an evaluation toolkit that will be used by all partners to make comparable evaluations on program outputs and outcomes at the regional or National level (<i>Clearinghouse (RIP A)</i>) 2. Develop survey questions for current hunters to learn who they are, who they choose to mentor, the extent of their mentoring experience, and if they are not mentoring why/what would motivate them to mentor and whom (quantify potential and segment key hunter groups to focus mentoring communications/incentives on) (<i>Research (RIP F)</i>) 	<ol style="list-style-type: none"> 1. National 2. State, Regional 	<ol style="list-style-type: none"> 1. Agency, NGO, Industry 2. Agency, NGO, Industry
(8) Identify mentorship opportunities within state run hunts, seasons, programs	<ol style="list-style-type: none"> 1. Survey states to understand what programs/opportunities exist and the status of evaluation and results (<i>Clearinghouse (RIP A)</i>) 2. Expand traditional youth hunt programs and access efforts to include novice hunters and their mentors, regardless of age 	<ol style="list-style-type: none"> 1. National 2. State, National 3. State 4. State, Local 	<ol style="list-style-type: none"> 1. Agency, NGO, Industry 2. Agency, NGO, Industry 3. Agency, NGO, Industry

	<ul style="list-style-type: none"> 3. Simplify license structures and regulations <i>(Marketing (RIP C))</i> 4. Review efforts aside from programs that may have a great reach to impact new hunters 		4. Agency, NGO, Industry
Mentors			
(9) Motivations of current and future mentors.	<ul style="list-style-type: none"> 1. Work with firm/consultant to conduct surveys/studies/focus groups to determine motivations for specific target segments of mentors <ul style="list-style-type: none"> a. A Multistate Conservation grant has been provided to help states start this effort 	1. State, National	1. Agency, NGO, Industry
(10) Understand the various degrees/levels of mentoring occurring and impacts	<ul style="list-style-type: none"> 1. Conduct survey of hunters across various states <i>(Research (RIP F))</i> 	1. State	1. Agency, NGO
(11) Understand how to incentivize hunters to mentor with special rewards, opportunities, tags, etc.	<ul style="list-style-type: none"> 1. Identify effective programs 2. Identify what types of communications and incentives best motivate different hunter segments 3. Review current incentive programs in place and evaluate effectiveness 4. Survey target segments of mentors to identify effective incentives 	<ul style="list-style-type: none"> 1. State, Regional 2. State, Regional 3. National 4. National 	<ul style="list-style-type: none"> 1. Agency, NGO, Industry 2. Agency, NGO, Industry 3. Agency, Industry 4. Agency, Industry
Mentees			
(12) Identify segments of potential new hunters (target audiences) and strategies to engage	<ul style="list-style-type: none"> 1. Survey “Learn to Hunt” workshop participants to learn more about their backgrounds and motivations 2. Collaborate with other outdoor NGOs to survey member interest in hunting <i>(Targeting New Audiences (RIP I))</i> 3. Conduct focus groups with potential new audiences to learn about perception of hunting, barriers, and interest levels <i>(Marketing (RIP C))</i> 	<ul style="list-style-type: none"> 1. State, Local 2. Regional, National 3. National, Regional 	<ul style="list-style-type: none"> 1. Agency, NGO 2. Agency, NGOs, Industry 3. Agency, NGO, Industry
(13) Identify better methods to communicate with target audiences	<ul style="list-style-type: none"> 1. Literature review to document best communication methods and strategies for reaching various segments of mentors and mentees <i>(Marketing (RIP C), Research (RIP F))</i> 	<ul style="list-style-type: none"> 1. National 2. National 	<ul style="list-style-type: none"> 1. Agency, NGO, Industry 2. Agency, NGO, Industry

	2. Identify methods to increase relevancy to target audiences <i>(Marketing (RIP C), Research (RIP F), Targeting New Audiences (RIP I))</i>		
Marketing			
(14) Tools to motivate current hunters to mentor new hunters	1. Work with marketing firm to identify and implement marketing tools which motivate current hunters to take new hunters <i>(Marketing (RIP C))</i>	1. Regional, National	1. Agency, NGO, Industry
(15) Tools to communicate the benefits of new participants, North American model	1. Survey current hunters to determine effective messages to educate and enhance awareness on key issues <i>(Targeting New Audiences (RIP I), Research (RIP F), Training (RIP J))</i> Develop communication plan to effectively communicate the problem to existing users 3. Develop media elements for partners to implement	1. National 2. National 3. National	1. Agency, NGO, Industry 2. Agency, NGO, Industry 3. Agency, NGO, Industry
(16) Identify key language/appeals/creative to help hunters understand the need for mentoring and to address the “Too many hunters in the woods” mentality	1. Identify what language or efforts would best communicate the problems facing hunting 2. Develop communication plan using info from hunter surveys to best communicate the known issues/problems and solutions <i>(Targeting New Audiences (RIP I), Research (RIP F), Training (RIP J))</i>	1. National 2. National	1. Agency, NGO, Industry 2. Agency, NGO, Industry
(17) Tools to communicate the benefits of growing hunter participation to potential new participants and non-hunters	1. Develop relevant messaging to effectively communicate the benefits of hunting and why bringing in new hunters is important for everyone – impacts include biological, social, economic 2. Develop an implementation plan to effectively communicate community messages to key audiences <i>(Marketing (RIP C))</i>	1. National 2. National	1. Agency, NGO, Industry 2. Agency, NGO, Industry

(E)

RIP: Organizational Culture

Authors: Chris Willard (Chair), Scott Lavin, Mike Hobson, Charles Evans

Peer reviewers: Mentoring (Jeff Rawlinson, Josh Gold, Hank Forester, Mike Christensen, Cortney Schaefer)

Description: The *National Hunting and Shooting Sports Action Plan* noted that organizations committed to R3 for hunting and the recreational target shooting sports had “not invested in the necessary capacity to design, coordinate, implement, evaluate, and adapt strategies” needed to increase participation in, and support for, these activities. To address this condition, the National Plan called on organizations to make investments in human and systems capital that would enable them to coordinate and build their capacity to implement strategic, data-driven R3 efforts. While organizations have made great strides, and significant investments, in this area since the time that the plan was published, they are still striving to achieve the “organization-wide” R3 effort that is widely acknowledged as necessary for success. Investments in R3 (such as establishment of positions, adoption of CRMs and scorecards, participation in regional/national meetings, etc.), no matter how significant, do not equal culture. The R3 community would benefit from a common understanding of the organizational attributes (leadership alignment, organizational conversations, and organizational design) that best position entities for R3 success.

Goal: Assist in providing a framework for organizations reliant on sustained participation in hunting and the recreational target shooting sports to re-vise their organizations in a manner that best positions them for R3 success.

Need	Related Action	Scale (Local, State, Regional, National)	Associated Parties (NGO, Industry, Agency, Academia, Media)
Leadership Alignment			
(1) A common, business-based, understanding of what R3 is, that moves beyond what it stands for and its most simplistic definition.	1. Develop a standardized, business-based definition of R3	1. National	1. Agency, NGO, Industry
(2) Support for business processes not common to state agencies	1. Develop a list of the core business processes (contracting, creative partnering, etc.) that R3 most depends on for success 2. Identify & address systemic barriers to the efficient functioning of these core R3 processes	1. National 2. State	1. Agency, with input from NGO & Industry 2. Agency, Industry, NGO

	within an organization <i>(Data Standards and Evaluation (RIP B))</i>		
(3) Support for “informed” risk-taking	1. Develop common nomenclature so that R3 proposals can be tied back to broader strategies (so leaders are comfortable that risks being undertaken are “informed”) 2. Provide template for R3 project proposals	1. National 2. National	1. NGO, Industry, Agency 2. Agency, NGO, industry
(4) For organizations to have the tools, knowledge and resources to be effective implementers of R3, as well as effective partners in the R3 community.	1. Encourage all agencies, NGOs, and industry partners to adopt immediate recommendations as appropriate <i>(Data Standards and Evaluation (RIP B))</i>	1. - All	1. NGO, Industry, Agency
(5) For R3 to be an integral part of the strategic vision and functioning of organizations.	1. Inclusion of R3 focused staff on executive/strategic leadership teams <i>(Data Standards and Evaluation (RIP B))</i> 2. Encourage leaders to ensure decisions that affect participation have strong R3 representation and consideration <i>(Data Standards and Evaluation (RIP B))</i>	1. All 2. All	1. NGO, Industry, Agency 2. All
(6) For R3 functions to be well funded	1. Recommend budgets be based on business-based definition of R3	1. All	1. NGO, Industry, Agency
Organizational Conversations			
(7) Organization-wide engagement in R3	1. Educate employees in R3 processes and assess/survey how engaged employees are in R3 efforts (recommend organizations do it as frequently as they need to) <i>(Data Standards and Evaluation (RIP B))</i> 2. Develop & deliver trainings that focus on the history of conservation, the role hunters and anglers have played in conservation, how conservation has and currently is being funded, prevailing national R3 strategies, what organizations are currently doing to address participation and how and why they (individual	1. All 2. All	1. NGO, Industry, Agency 2. NGO, Industry, Agency

	employees) fit in through core positions (Training (RIP J))		
Organizational Design			
(8) An effective R3 Coordinator develops R3 strategies & coordinates implementation	1. Define and develop job description that captures the knowledge, skills, experience, duties, and level of influence required for the position to be truly effective both now and in the future	1. National	1. Agency, NGO, industry
(9) Effective R3 Specialists implement R3 strategies	1. Define and develop job description that captures the knowledge, skills, experience, duties, and level of influence required for these positions to be truly effective	1. National	1. Agency, NGO
(10) Agency-wide R3 Support	1. Develop standardized R3 duties that can be incorporated into the position descriptions of organizational staff not wholly focused on R3. These duties should be appropriate to the base functions of positions (i.e. administrative support staff would have different R3 duties than field biologists)	1. National, State, Local	1. Agency, NGO
(11) Organizations are structured for R3 success	1. Determine where within organization R3 Coordinator should sit 2. Determine what functions, if any, should report to the R3 Coordinator 3. Develop structure within organization (committees, teams, etc.) that allow for development and dissemination of best R3 ideas from all staff and partners	1. All 2. All 3. All	1. All 2. All 3. Agency, NGO

(F)

RIP: Research

Authors: Keith Warnke (Chair), Jim Curcuruto, Mike Hobson, Brett Stayton

Peer Reviewers: Marketing (Brian Clark, Eddie Herndon, Brett Stayton, Keith Warnke, Megan Wisecup)

Description: Substantial R3 research has been conducted over the past 20 years and there is a fundamental base from which to design further research priorities. There is some baseline information of what the current customer base thinks, feels, and believes about hunting but there hasn't been much work exploring their understanding of or motivation for R3. The R3 Community lacks information regarding future hunters, especially considering the fundamental demographic changes that are happening right now. Ground-breaking research led by North Carolina State University on approximately 26 campuses across the country will explore one new avenue for potential hunters, however, there still exists a need for research regarding other potential target audience segments such as: minority-majority groups, urban dwellers, farmers' market crowds, etc. Information is also need on topics such as: what practices result in truly new customers, which retain customers, effective means to achieve a reasonable ROI on reactivation, etc. Dedicated efforts to research will help the R3 profession evolve and could help to expand the community's understanding and acceptance of the three different "Rs." Further, critical research efforts are necessary to understand current hunting and target shooting participants' awareness of R3, the willingness of that audience to engage as mentors, and the potential impact those efforts could yield. Answers to these questions and more will be critical to developing effective implementation steps.

Goal: Identify and prioritize national and regional R3 research needs.

Need	Related Action	Scale (Local, State, Regional, National)	Associated Parties (NGO, Industry, Agency, Academia, Media)
(1) National R3 research working group	1. Assemble a working group of R3 professionals and industry representatives to determine research objectives and priorities. Topics might include: i. Research the social habitat and the pathways into social habitat that support hunting and the shooting sports ii. Evaluate the type of social habitat which current hunters and recreational target shooters are creating for people to join	1. National i. Regional, State ii. Local, State iii. Local, Regional	1. All i. Agency, Academia ii.. NGO, Agency, Academia iii.. NGO, Agency, Academia

	iii. Evaluate the adequacy of habitats for new participants (<i>Mentoring (RIP D)</i>)		
(2) Regional priorities and working groups	<ol style="list-style-type: none"> 1. Develop regional research priorities (State, Regional, and National Coordination (RIP H)) 2. Engage retail/industry reps in the process to develop priorities 3. Identify possible funding sources such as: NGOs, multistate conservation grants, industry partners (ATA, NSSF, etc.), academia and state level funding 	<ol style="list-style-type: none"> 1. Regional 2. Regional, State 3. National, Regional, State 	<ol style="list-style-type: none"> 1. All 2. All 3. All
(3) Research the hunting, recreational shooting sports and firearms owners' communities about knowledge of and attitudes toward R3	<ol style="list-style-type: none"> 1. Capitalize on current university interest in research and available resources such as personnel and grad students 2. Establish partnerships to share data (<i>Data Standards and Evaluation (RIP B)</i>) 3. Conduct focus groups and surveys regionally and at the state level 4. Combine and evaluate results to determine awareness of efforts 5. Identify opportunities to capitalize on low hanging fruit (retention and reactivation) 	<ol style="list-style-type: none"> 1. Regional, State 2. All 3. Regional, State 4. National, Regional, State 5. All 	<ol style="list-style-type: none"> 1. All 2. NGO, Industry, Agency 3. Agency, Academia 4. Agency, Academia 5. NGO, Industry, Agency
(4) Communicate and disseminate of research	<ol style="list-style-type: none"> 1. Encourage AFWA committees to host regional meetings with a focus on R3 research 2. Encourage industry meetings (ATA, ASA, NSSF, etc.) focus on R3 research reporting 	<ol style="list-style-type: none"> 1. National, Regional 2. National 	<ol style="list-style-type: none"> 1. All 2. Industry, NGO
(5) Explore the food aspect as a motivation to engage new hunters and determine the depth of the potential market	<ol style="list-style-type: none"> 1. Engage influencers such as Hank Shaw and Steve Rinella, and review media sources such as the food network, to understand the market segments 2. Evaluate the level of interest and potential for new hunters from the food aspect 3. Review current projects such as the N.C. State project lead by Larson et al to determine impact and potential next steps 	<ol style="list-style-type: none"> 1. National, State 2. Regional, State 3. National 	<ol style="list-style-type: none"> 1. All 2. Agency, Academia 3. Agency, Academia

<p>(6) Encourage agencies to employ dedicated human dimensions and R3 staff</p>	<ol style="list-style-type: none"> 1. Permit employees to conduct research 2. Ensure dissemination of results through structured clearinghouses so that R3 community may learn from advancements <i>(Clearinghouse (RIP A))</i> 3. Encourage an organizational culture that supports R3 research <i>(Organizational Cultures (RIP E))</i> 	<ol style="list-style-type: none"> 1. National, Regional, State 2. All 3. All 	<ol style="list-style-type: none"> 1. All 2. All 3. All
<p>(7) A quantitative evaluation of current R3 tactics, strategies and programs</p>	<ol style="list-style-type: none"> 1. Establish broad and clear objectives and outcomes of such an evaluation <i>(Clearinghouse (RIP A), Data Standards and Evaluation (RIP B), Mentoring (RIP D))</i> 2. Determine standard of how to evaluate tactics and programs <i>(Data Standards and Evaluation (RIP B))</i> 3. Conduct census to determine effectiveness of R3 programs <i>(Data Standards and Evaluation (RIP B))</i> 4. Communicate and employee census results <i>(Clearinghouse (RIP A))</i> 5. Apply alternative efforts to evaluate specific aspects of R3 methods such as use of focus groups to evaluate effect of marketing efforts <i>(Marketing (RIP C))</i> 	<ol style="list-style-type: none"> 1. National 2. National 3. National 4. National 5. National 	<ol style="list-style-type: none"> 1. NGO, Industry, Agency 2. All 3. Agency, Industry, Academia 4. All 5. All

(G)

RIP: State & Local Partnerships

Authors: Scott Lavin (Chair), Jon Zinnel, Jeff Rawlinson, Aaron Mize, Mandy Harling, Mary Emmons

Peer reviewers: State/Regional/National Coordination (Kris McCarthy, Megan Wisecup, Chris Willard, Aaron Mize, Alex Baer)

Description: Coordinating R3 efforts at state and local levels is a challenging task. Because of the unique and varied skills of partner organizations, a state’s partnership consisting of state natural resource agencies, local sporting associations, NGOs, industry, youth development organizations, and other partners will have to clearly identify roles the partners can take to most impact local and state R3 efforts. It is critical that partners can self-select their role in the initial stages of development. Understanding that this is a complex issue, this RIP group chose to focus on needs identified in the initial IWG meeting and address specific actions necessary in building an informed and motivated collective.

These recommendations assume that an organization has a R3 coordinator in place.

Goal: Activate all stakeholders to commit their strengths toward a state-wide deployment of R3 outreach, and mentored programs to create more active participants in hunting and recreational target shooting.

Need	Related Action	Scale (Local, State, Regional, National)	Associated Parties (NGO, Industry, Agency, , Academia, Media, State R3 Steering Committee)
(1) Communicate challenges to stakeholders and media	<ol style="list-style-type: none">1. Develop recommended messaging and ensure consistent standards for communication of messages (<i>Training (RIP J)</i>)2. Develop a list of potential Partners3. Establish and maintain a platform for effective dissemination of educational and informational resources4. Develop State R3 Steering Committee with regular cadence of meetings to set direction and establish goals	<ol style="list-style-type: none">1. National with input from Local & State2. Local, State3. Local, State4. State	<ol style="list-style-type: none">1. All2. All3. All4. Agency
(2) Create a Framework (Roadmap) for states to successfully maintain engaged partners	<ol style="list-style-type: none">1. Recommended Roadmap to engage partners at state level<ol style="list-style-type: none">i. Develop internal agency leadership mindset to embark on R3 mission (<i>Organizational Culture (RIP E)</i>)<ul style="list-style-type: none">▪ Develop in-house R3 committee	<ol style="list-style-type: none">1. State	<ol style="list-style-type: none">1. State R3 Steering Committee

	<ul style="list-style-type: none"> ▪ Identify statewide R3 coordinator ▪ Identify resources <ul style="list-style-type: none"> • Budget • Staff • Equipment (loaner inventory) • Grant opportunities ii. Develop initial presentation <ul style="list-style-type: none"> ▪ North American Model of Wildlife Conservation (brief) ▪ Conservation funding model ▪ Threat (aging cohort/ declining funding) ▪ Sociopolitical threats ▪ Call-to-action ▪ Set goals ▪ Develop an outline for the establishment of a steering committee <ul style="list-style-type: none"> • Recruitment • Number of members • Roles • Tenure / rotation iii. Identify venue <ul style="list-style-type: none"> ▪ Seating that facilitates open conversation ▪ Strategic use of breaks to allow follow-up on key agenda items ▪ Centrally located ▪ Recognizable ▪ Working lunch if all day iv. Identify target audience <ul style="list-style-type: none"> ▪ Audience must be targeted to suit the mission ▪ Be open-minded ▪ If an entity declines keep them on your list and continue to invite to future events. ▪ Must incorporate evaluation into online registration to access 		
--	---	--	--

	<ul style="list-style-type: none"> • Pre-event questionnaire • Post-event questionnaire <p>v. Host the meeting</p> <ul style="list-style-type: none"> ▪ “It’s not your meeting, it’s the community’s meeting” ▪ Stay positive ▪ Do not get mired down with “war stories” ▪ Seed audience in advance to support key points on the agenda ▪ Consider a professional facilitator if this is not your strength ▪ Doing it internally will improve credibility and authenticity ▪ Get buy-in on organizational goals and R3 goals ▪ Complete commitment card on organizational efforts ▪ Seek volunteers to establish a steering committee ▪ Set dates for next meeting ▪ Solicit agenda items for next meeting <p>vi. Steering committee</p> <ul style="list-style-type: none"> ▪ Be patient ▪ Identify cadence of meetings ▪ Identify shared barriers and challenges to target ▪ Develop operating structures to build agreement on R3 standards ▪ Conduct program inventory against the Adoption Sequence ▪ Find low hanging fruit to build immediate success to communicate ▪ Set goal to establish a centralized online venue for the public to see all available R3 programs in a state <p>vii. Statewide R3 workshops</p> <ul style="list-style-type: none"> ▪ Steering committee to develop agenda ▪ Workshops are an opportunity to share best practices on organizational challenges and goals <ul style="list-style-type: none"> • Nonprofit status 		
--	---	--	--

	<ul style="list-style-type: none"> • Recruiting • Fundraising • Advertising / Social Media • R3 event standards <p>viii. Camp hosts</p> <p>ix. Food preparation</p> <p>x. No alcohol in camp</p> <p>xi. No guns in camp</p> <p>xii. No one-on-one mentoring; parent or guardian must participate</p> <p>xiii. Insurance (SAMI)</p> <p>2. Aggregate all activities under one easy-to-use and find, customer-friendly portal as a collective vs. a la carte by partner. Designate uniform online event registration resource for partner organizations to use; allowing the public to engage with one menu for all recreational opportunities</p> <p>3. Inaugural state R3 collaboration meeting should serve as call-to-action addressing ROI for all partners. If Agency-led, State Agency Director must open Credible keynote speakers must compel action</p> <p>4. Identify credible and compelling speakers and facilitators to:</p> <ul style="list-style-type: none"> i. Filter duplication ii. Find gaps iii. Access the state / region resources iv. Documentation of success stories v. Identify who is good at what vi. Conduct SWOT, assessment of social systems, model risks, and threats and suggest opportunities to trend toward desired (shared) future conditions <p>5. Identify that industry partners have different needs and relevant topics than NGO or local clubs</p>	<p>2. State</p> <p>3. State</p> <p>4. State</p> <p>5. Local, State</p>	<p>2. All</p> <p>3. All</p> <p>4. All</p> <p>5. All</p>
--	---	--	---

	6. Allow partner organizations to self-select their roles and expectations in the collaboration	6. Local, State	6. All
(3) Key Measures and Outcomes	<ol style="list-style-type: none"> 1. Identify number of states and organizations who have launched and maintained an R3 task force as positive example (<i>Clearinghouse (RIP A)</i>) 2. Address where respective state (including state and local programs) is in the ORAM process and determine gaps and where to focus (<i>Research (RIP F)</i>) 3. Maintain standing agenda item at Regional and North American R3 Committees to track execution and report success stories & shortcomings (<i>Research (RIP F)</i>) 4. Provide assistance for state and local partners to identify key performance indicators as state and local metrics might be different (<i>Data Standards and Evaluation (RIP B)</i>) 	<ol style="list-style-type: none"> 1. National 2. State, Local 3. State, Regional, National 4. State, Local 	<ol style="list-style-type: none"> 1. Agency, NGO 2. All 3. All 4. All
(4) Partner Expansion: Make outdoor recreation programs a viable option and priority for local parks and recreation departments and MSOs (partner expansions)	<ol style="list-style-type: none"> 1. Identify potential non-traditional partners that might have shared goals: (<i>Mentoring (RIP D)</i>) <ol style="list-style-type: none"> i. Youth development groups (Big Brother & Big Sister) ii. Guides looking to mentor or transition into NGO iii. Online and brick & mortar commercial start ups 2. Establish relationships and collaborate with State Parks & Recreation Associations <ol style="list-style-type: none"> i. Survey interest in R3 programs among park Directors. ii. Recruit park staff resources into state R3 task forces. iii. Consider loaner equipment programs to support new programs 3. Increase awareness of state and national R3 programs and available resources (<i>Training (RIP J)</i>) 4. Identify state agency and NGO programs that can be leveraged by partner expansion (NASP, USA Archery, USA Shooting, Scholastic Clay Target Program (SCTP), 4H, First Shots, etc.) 	<ol style="list-style-type: none"> 1. State, Local 2. State, Local 3. National, State, Local 4. State, Local 	<ol style="list-style-type: none"> 1. All 2. All 3. All 4. All

<p>(5) Equipment needs of new partner groups</p>	<ol style="list-style-type: none"> 1. Compile list of grant entities at all levels/geographies and communicate grant resources 2. Provide resources and training to complete grant applications (<i>Training (RIP J)</i>) 3. States to build inventory of loaner gear and open facilities to support NGO/volunteer outreach and R3 efforts <ol style="list-style-type: none"> i. Tables & chairs ii. Mess kitchen trailers iii. Firearms iv. Clay launchers v. Archery kits vi. Bone boxes vii. Optics viii. Canopies 4. Provide tabletop and handout resources with R3 messaging, statewide calendar of events, next steps to all partners; and then solicit commercial counter space for such resources 	<ol style="list-style-type: none"> 1. State, Local 2. State, Local, National 3. State, Local 4. State, Local, National 	<ol style="list-style-type: none"> 1. All 2. All 3. All 4. All
<p>(6) Effective interaction and support/collaboration between industry and NGO/agency</p>	<ol style="list-style-type: none"> 1. Industry leaders as engaged participants in state-level task force 2. Educate task force members about benefits/necessity of industry-partner relationships beyond funding (<i>Training (RIP J)</i>) 3. Industry partners can serve as venues for collective R3 outreach events 4. Leverage social media outreach, event announcements, and co-branding 5. Certify industry pro-staff as instructors and mentors 	<ol style="list-style-type: none"> 1. State, Local, National 2. All 3. All 4. State, National 5. State, National 	<ol style="list-style-type: none"> 1. All 2. All 3. All 4. All 5. All
<p>(7) Process for working with industry on local level (retail level)</p>	<ol style="list-style-type: none"> 1. States establish a separate R3 task force focused on industry relations, explanations of role of excise taxes, explanation of impact of hunting decline 2. Industry Task Force Recommendation (a need to address): Difficulty in engaging local retailers in 	<ol style="list-style-type: none"> 1. State 2. National 	<ol style="list-style-type: none"> 1. All 2. All

	<p>R3. Encouraging national industry leaders to empower their local retailers to coordinate and partner on R3 efforts at the local level (organizational culture tone at top needs to follow through to local level)</p> <p>3. Activate local staff as recruiters and ambassadors</p> <p>4. Provide tabletop and hand out resources with R3 messaging, statewide calendar of events, next steps etc.</p>	<p>3. State</p> <p>4. State</p>	<p>3. All</p> <p>4. Agency</p>
(8) Ability to overcome the challenges of turnover	<p>1. Maintain a platform of meetings on a consistent and predictable cadence that makes reengagement easier</p> <p>2. Identify organizational point of contact and maintain two additional contacts per organization for backup and succession planning</p> <p>3. Deploy meeting binders at workshops for leaders to bring back and brief their organizations</p> <p>4. Schedule time to attend individual organizational staff meetings to maintain high engagement</p>	<p>1. State</p> <p>2. State</p> <p>3. State</p> <p>4. State</p>	<p>1. State R3 Steering Committee</p> <p>2. State R3 Steering Committee</p> <p>3. State R3 Steering Committee</p> <p>4. State R3 Steering Committee</p>
(9) Need appropriate / effective communications method among partners	<p>1. Be aware of deliberate differences between R3, formal education, and outreach as they relate to curriculum, metrics, and staffing needs</p> <p>2. Maintain workshops and steering committee meetings at a sustainable cadence</p> <p>3. Develop MOU template for appropriate applications</p> <p>4. Maintain active email list that is shielded from any use other than R3 coordination communications</p> <p>i. Leverage email blasts as agenda primers for in-person meetings</p> <p>ii. Be sensitive to fatigue, manage communications to limit redundancy, excess response, and mission creep</p> <p>5. Do not exceed regional reach with communications</p> <p>6. Establish branded digital resources for collective event registration and calendars</p>	<p>1. State, National</p> <p>2. State</p> <p>3. State</p> <p>4. State, National</p> <p>5. State</p> <p>6. State</p>	<p>1. All</p> <p>2. All</p> <p>3. All</p> <p>4. All</p> <p>5. All</p> <p>6. All</p>
(10) Demonstration of success stories	<p>1. Leverage the National R3 Community website and increasing video media content (<i>Clearinghouse (RIP A)</i>)</p>	<p>1. State</p>	<p>1. All</p>

	<ul style="list-style-type: none"> 2. Celebrate R3 efforts within state using same criteria for all partners 3. Establish media relations resources to leverage small town media (local paper/blogs) of local family events 	<ul style="list-style-type: none"> 2. State 3. Local, State 	<ul style="list-style-type: none"> 2. Agency, NGO 3. Agency, NGO
--	---	---	--

(H)

RIP: State, Regional, National Coordination

Authors: Kris McCarthy (Chair), Megan Wisecup, Chris Willard, Aaron Mize, Alex Baer

Peer reviewers: State/Local Partnerships (Scott Lavin, Jon Zinnel, Jeff Rawlinson, Aaron Mize, Mandy Harling, Mary Emmons)

Description: As with most challenging conservation efforts, no state or entity alone will be able to address the challenge of declining trends in fishing, hunting, boating, and the shooting sports. All stakeholders must work together collectively toward the common goal of increased participation in fishing, hunting, boating, and the shooting sports. To execute effective R3 efforts, state fish and wildlife agencies, federal agencies, industry, and nonprofit organizations must coordinate efforts to strategically approach R3 implementation. Coordination of local and national efforts will provide clarity on where R3 initiatives are needed and capitalize on resources required to support those efforts. Intra-organizational coordination of R3 efforts have improved over the past several years but are still in their infancy and the need for expanded coordination and evaluation is necessary.

This RIP group focused on developing a recommended framework (or infrastructure) for effective communication and networking across R3 stakeholders at various scales. This group did not identify, nor prioritize, specific needs that require coordination. The workgroup recognized that the larger National Implementation Workgroup through the RIP workgroup process was likely to identify specific priorities that require national or regional coordination. However, the State, Regional, and National Coordination framework will provide the necessary foundation to implement the recommended actions identified by the larger workgroup.

Goal: Develop a framework that fosters effective communication, planning, coordination, and networking at all levels on R3 efforts.

Need	Related Action	Scale (Local, State, Regional, National)	Associated Parties (NGO, Industry, Agency, Academia, Media)
(1) Develop a framework that fosters effective communication, planning, coordination, and networking at the national level.	<ol style="list-style-type: none">1. Recommend development of <u>National Executive Team, Committee, or Workgroup</u> (incorporating hunting, fishing, boating, and shooting sports interests)2. Develop a state agency National R3 Technical Advisory Team Composed of state R3 leaders from the four regional R3 Committees3. Define the NATIONAL committee structure, organizational membership (roles), and expectation of the committee	<ol style="list-style-type: none">1. National2. National3. National	<ol style="list-style-type: none">1. All2. Agency3. All

	<ul style="list-style-type: none"> i. Define role/expectations of the National R3 committee ii. Recommend the membership structure of the committee (types of individuals involved) iii. Identify how the R3 committees interacts with AFWA, the regions, and any other associations or committees iv. Recommend the minimum number of times meeting v. Define the role of non-state partners in these committees <p>4. Define the connection/roll up of regional committees to the national structure and the expectation of this group as well</p> <p>5. Identify a stable source of funding to permit these groups to meet and connect (meeting space, etc.) so that the community may:</p> <ul style="list-style-type: none"> i. Efficiently leverage resources ii. Share knowledge (Clearinghouse (RIP A)) iii. Minimize duplicative efforts iv. Prioritize initiatives v. Permit coordination between regional R3 committees to apply for federal funding on regional efforts 	<p>4. National, with input from Regions & States</p> <p>5. National</p>	<p>4. All</p> <p>5. All</p>
<p>(2) Develop a framework that fosters effective communication, planning, coordination, and networking at the regional level.</p>	<ul style="list-style-type: none"> 1. Recommend maintaining the Regional R3 Committees 2. Define the recommended REGIONAL committee structure, organizational membership (roles), and expectation of the regional committees <ul style="list-style-type: none"> i. Define role/expectations of the regional R3 committees ii. Recommend the membership structure of the committees (types of individuals involved) 	<p>1. Regional</p> <p>2. Regional</p>	<p>1. Agency</p> <p>2. Agency</p>

	<ul style="list-style-type: none"> iii. Identify how the R3 committees interact with the larger regional associations iv. Recommend empowering decision-making authority (or recommend regional directors define) v. Recommend the minimum number of times meeting vi. Define the role of non-state partners in these committees vii. Ensure regions maintain the necessary flexibility to address specific needs or priorities as defined by their regional leadership viii. Recommendations of how to create an inclusive region with various levels of expertise (ex. New to Seasoned R3 Coordinators) 3. Define the connection/roll up of those committees to the national structure and the expectation of this group as well 4. Identify a stable source of funding to permit these groups to meet and connect (meeting space, etc.) 	<ul style="list-style-type: none"> 3. National 4. National 	<ul style="list-style-type: none"> 3. Agency 4. All
<p>(3) Develop a framework that fosters effective communication, planning, coordination, and networking at the <u>state</u> level.</p>	<ul style="list-style-type: none"> 1. Recommend states implement the recommended coordination strategies and actions as noted in the National Hunting and Shooting Sports Action Plan. (ex. R3 coordinator) 2. Recommend further discussion relative to state coordination (recognize that other RIP groups are focusing on specific state coordination needs-coordinate efforts with these RIP groups) 	<ul style="list-style-type: none"> 1. State 2. State, Local 	<ul style="list-style-type: none"> 1. Agency 2. State R3 Steering Committee

(I)

RIP: Targeting New Audiences

Authors: Charles Evans (Chair), Brett Stayton, Josh Gold, Hank Forester, Brian Clark, Mary Emmons

Peer reviewers: Clearinghouse (Megan Wisecup, Jim Curcuruto, Mandy Harling, Jon Zinnel)

Description: The *National Hunting and Shooting Sports Action Plan* highlights the fact that R3 efforts in the past have had a skewed focus that overlooks underserved or missed audiences that may have an interest in hunting and/or recreational target shooting, but no clear avenue to pursue these activities. The majority of R3 efforts have generally targeted audiences already familiar with hunting and who are part of a hunting culture (children and spouses of those that hunt) with programming being heavily weighted towards youth. Ensuring that R3 efforts are targeted, include underserved (potentially more efficient) audiences, and standard metrics are in place to ensure a seamless transition between stages of the Outdoor Recreation Adoption Model will be paramount to success. This success will result from addressing factors that fall under four key areas; data, target audiences, pathways, and education.

Goal: Assist organizations and R3 efforts with targeting new or underserved audiences by further defining likely efficient audiences and identifying effective pathways and tools to create targeted R3 efforts.

Need	Related Action	Scale (Local, State, Regional, National)	Associated Parties (NGO, Industry, Agency, Academia, Media)
(1) Data: Given the newness of R3 and a lack of knowledge of the most efficient target audiences, data collection will allow the R3 profession to constantly evolve as new target audiences are identified and trends shift	<ol style="list-style-type: none">1. Develop messaging to convey the importance of data collection (registration, tracking, evaluation, and focus groups) (<i>Data Standards and Evaluation (RIP B), Organizational Culture (RIP E), Training (RIP J)</i>)2. Provide examples of how targeted R3 efforts are created or modified based on collected data (<i>Data Standards and Evaluation (RIP B)</i>)3. Identify research needs and partner with universities or research organizations to conduct studies (<i>Research (RIP F), Mentoring (RIP D), Marketing (RIP C)</i>)	<ol style="list-style-type: none">1. All2. State, Regional, National3. State, Regional, National	<ol style="list-style-type: none">1. All2. All3. All
(2) Target Audiences: Identify likely efficient target audiences (based on available data that	<ol style="list-style-type: none">1. Summarize and compile current data on likely audiences (<i>Mentoring (RIP D), Marketing (RIP C)</i>)	<ol style="list-style-type: none">1. National2. All	<ol style="list-style-type: none">1. All2. All

<p>provide calculated/defensible suggestions) that are new or previously underserved</p>	<ol style="list-style-type: none"> 2. Promote new research <i>(Clearinghouse (RIP A), Research (RIP F))</i> 3. Pilot programs 4. Convey the need to recruit new audiences <i>(Mentoring (RIP D))</i> 5. Identify new audiences and modes to engage them <i>(Marketing (RIP C), Mentoring (RIP D))</i> 	<ol style="list-style-type: none"> 3. Local 4. All 5. Regional, National 	<ol style="list-style-type: none"> 3. All 4. All 5. All
<p>(3) Pathways: Develop and/or identify pathways and tools to assist targeted R3 efforts</p>	<ol style="list-style-type: none"> 1. Identify critical points (e.g., barriers) for participants along ORAM, and provide suggestions (or case studies) of ways to address each (e.g., programs that provide starting points or efforts that help with the decision to continue). Additionally, facilitate partnerships to cover the information and programming needs <i>(Mentoring (RIP D))</i> 2. Identify attributes and provide examples (if identified) of user-friendly maps of where to hunt and recreational target shoot that include all relevant information. Investigate partnerships (e.g., onX) 3. Create or provide suggestion to refine existing online repositories of self-learning tools (potentially a universal landing page for hunting and recreational target shooting e.g., takemefishing.org) 4. Provide guidance and examples of how to simplify regulations, licensing, and program registration <i>(Marketing (RIP C), Mentoring (RIP D))</i> 	<ol style="list-style-type: none"> 1. State, Regional, National 2. State 3. National 4. Regional, National 	<ol style="list-style-type: none"> 1. All 2. Agency, Industry 3. All 4. NGO, Agency
<p>(4) Education: Incorporate conservation, hunting, and or shooting (potentially hunter education) related curriculum in K-12 classrooms and as credit courses in college</p>	<ol style="list-style-type: none"> 1. Identify existing curriculum and determine what additional (if any) curriculum needs to be developed <i>(Mentoring (RIP C))</i> 2. Develop pathways for distribution (e.g., curriculum packages distributed to existing teachers or using 	<ol style="list-style-type: none"> 1. Regional, National 2. State 	<ol style="list-style-type: none"> 1. All, Academia 2. All, Academia 3. All

	<p>contract or adjunct instructors to teach the material) (<i>Mentoring (RIP C)</i>)</p> <p>3. Create a network of instructors or utilize an existing network (<i>Mentoring (RIP C)</i>)</p> <p>4. Identify key partners</p> <p>5. Develop a plan to navigate political obstacles by providing education on the safety of the recreational target shooting sports, hunting and benefits of conservation (e.g., ATA safety guide) (<i>Clearinghouse (RIP A), Organizational Culture (RIP E)</i>)</p>	<p>3. State, Regional, National</p> <p>4. All</p> <p>5. All</p>	<p>4. All</p> <p>5. All, Media, Academia</p>
--	---	---	--

(J)
RIP: Training

Authors: Samantha Pedder (Co-chair), Kristen Black (Co-chair)

Peer reviewers: Jeff Rawlinson, Mandy Harling, Keith Warnke

Description: There are foundational concepts that professionals must understand in order to be successful as R3 coordinators. Further, there are foundation concepts that the larger conservation community should understand in order to support and participate in R3 efforts. R3 Coordinators require a sound understanding of this information and must then be able to help others develop the working knowledge of the topics as well. To develop this skill set, there must be educational infrastructure and resources. This RIP group focused on identifying the necessary resources and infrastructure required to advance implementation of the Training RIP. It also took into account that this is an evolving profession, so there will be more key concepts developed and a system to distribute and train professionals on these concepts is necessary. This RIP group did not spend time identifying the content of the training resources, but rather the types of tools necessary. The content of these resources will be developed once these RIP Work Plans are put into place. Also, note that this RIP is separate from the Organizational Culture RIP in that it focuses on the needs of the individuals in the R3 coordinator positions and the tools required to do perform in these positions effectively.

Goal: Support and develop an R3 workforce that is comprised of professionals that possess a baseline level of knowledge on R3 and skills by providing training and resources.

Need	Related Action	Scale (Local, State, Regional, National)	Associated Parties (NGO, Industry, Agency, Academia, Media)
(1) Develop R3 talking points and tools to distribute	<ol style="list-style-type: none"> 1. Determine what messages are needed and the target audiences to receive those messages 2. Develop resources to outline key talking points 3. Ensure access to resources and tools through Clearinghouse, and state, regional and national R3 committees (<i>Clearinghouse (RIP A), Organizational Culture (RIP E), Research (RIP F)</i>) 	<ol style="list-style-type: none"> 1. National 2. National 3. National 	<ol style="list-style-type: none"> 1. All 2. All 3. All
(2) Allocate resources to assist organizations developing a foundation of awareness and knowledge of key R3 principles	<ol style="list-style-type: none"> 1. Identify the gaps in knowledge of R3 amongst organizations (<i>Research (RIP F)</i>) 2. Develop self-training resources to address those gaps 	<ol style="list-style-type: none"> 1. Regional, National 2. National 	<ol style="list-style-type: none"> 1. All 2. All

	<ol style="list-style-type: none"> 3. Provide resources and training to organizations (as needed) to increase awareness and action on R3 (<i>Clearinghouse (RIP A)</i>) 4. Provide modular training resources to be adapted due to the varied levels of experience R3 coordinators have 5. Support annual NCTC R3 trainings with a variety of course levels to support R3 coordinators 	<ol style="list-style-type: none"> 3. Regional, National 4. Regional, National 5. National 	<ol style="list-style-type: none"> 3. All 4. All 5. All
(3) Provide key staff with training applying the Outdoor Recreation Adoption Model (ORAM) and the Hunter and Angler Customer Journey, including consistent language, definitions, and models for customer R3 engagement	<ol style="list-style-type: none"> 1. Develop educational resources to define the Foundation Concepts of ORAM and Customer Journey 2. Communicate to R3 Coordinators that these resources exist and train on how to use (if necessary) (<i>Clearinghouse (RIP A)</i>) 3. Encourage NCTC Training modules – evaluate and improve (if needed) 	<ol style="list-style-type: none"> 1. National 2. National 3. National 	<ol style="list-style-type: none"> 1. All 2. Agency, NGO 3. Agency, NGO
(4) Provide key staff with training on the WMI evaluation tools	<ol style="list-style-type: none"> 1. Create online training demonstrating and guiding how to access and use these materials (<i>Clearinghouse (RIP A)</i>, <i>Data Standards and Evaluation (RIP B)</i>) 	<ol style="list-style-type: none"> 1. National 	<ol style="list-style-type: none"> 1. Agency, NGO
(5) Communicate with agency, conservation and recreational target shooting sports NGOs, and outdoor industry partners the need for integrated R3 efforts	<ol style="list-style-type: none"> 1. Identify the appropriate messages through conversations with partners (<i>Research (RIP F)</i>) 2. Develop tools to help communicate these messages (<i>Organizational Culture (RIP E)</i>) 3. Actively disseminate resources in the appropriate channels to reach target audiences (<i>Research (RIP F)</i>) 	<ol style="list-style-type: none"> 1. National 2. National 3. National 	<ol style="list-style-type: none"> 1. All 2. All 3. All
(6) Within each state, institutionalize the expectation that all R3 events incorporate a) participant tracking systems b) next steps for participants post-event c) follow-up contact with participants to determine their needs,	<ol style="list-style-type: none"> 1. Make standardized tracking systems and surveys/questionnaires available via Clearinghouse (<i>Data Standards and Evaluation (RIP B)</i>, <i>Mentoring (RIP D)</i>, <i>Organizational Culture (RIP E)</i>) 2. Supply examples of post-event activities like a second event/workshop, wild game supper, NGO 	<ol style="list-style-type: none"> 1. National 2. State, Local 	<ol style="list-style-type: none"> 1. CAHSS 2. All

barriers, or interest in continued participation	banquet, mentored hunt, etc. <i>(Clearinghouse (RIP A), Mentoring (RIP D))</i>		
(7) Develop a Best Practices guide for R3 and information technology staff	1. Collect successes/examples of how technology staff are working on R3 efforts in their organizations <i>(Data Standards and Evaluation (RIP B))</i>	1. National	1. NGO, Agency
(8) Develop information packets for the outdoors media based on the strategies outlined in the National Hunting and Shooting Sports Action Plan	1. Ensure the appropriate messages are identified <i>(Organizational Culture (RIP E), Research (RIP F))</i> 2. Develop toolkits for media partners to access these messages	1. National, Regional, State 2. National	1. All 2. All
(9) Identify training needs of the R3 community (R3 coordinators, community partners, etc.)	1. Survey with all the different audiences to determine needs for R3 training <i>(Clearinghouse (RIP A), Organizational Culture (RIP E), Research (RIP F))</i> 2. Identify different formats to deliver training to different groups 3. Develop resources to execute the trainings 4. Communicate with the R3 coordinators that these resources exist and are available to use in their position <i>(Clearinghouse (RIP A))</i>	1. National 2. National 3. National 4. National	1. NGO 2. All 3. All 4. All
(10) Identify where organizations are in the process to adopt R3 and develop their own strategies and continue to develop resources to accommodate that	1. Survey key people in organizations to determine level of adoption and develop a strategic plan for onboarding <i>(Research (RIP A))</i>	1. National	1. All