

# The R3 Professional's Guide

*to the*



**Wednesday, Aug. 26, 2020**

**Thursday, Aug. 27, 2020**

# Welcome to the Virtual R3 Forum

Thank you for joining the Council to Advance Hunting and the Shooting Sports for the 2020 Virtual R3 Forum. The goal of this Forum is to provide you, the R3 professional, with resources to improve your efforts to recruit and retain participants in hunting, target shooting, angling, boating, and other outdoor recreation.

The Forum cannot replace the opportunity to engage and network in person, but it can help you to reflect and refine your organization's R3 efforts. Council staff and partners have dedicated many hours to developing this event. Throughout the event, there will be multiple opportunities to share your ideas and discuss them each day with colleagues during the Happy Hours. We encourage you to connect with your colleagues throughout the event and share your experiences. Your active participation in this event will make it that much better for you and our community.

We've sought many speakers to speak during the Forum on critical topics that are top of mind. During this event, you'll hear from professionals leading the way to improve the way we approach marketing and mentoring. You'll witness the progress that our colleagues have made in both national R3 projects and technological advances, despite the impacts of COVID-19. You'll hear from community leaders as they discuss the changes COVID-19 has presented their specific organizations and industries, and then focus on where we as a community may go. Finally, you'll hear an update from the National R3 Implementation Workgroup and witness some of the products that this group has dedicated significant hours to create to help professionals like you improve your R3 efforts.

This event was truly designed to help maintain the momentum in state, regional, and national R3 efforts. We believe that as you progress through the agenda with us, you will find something to help you improve your R3 efforts in the months to come.

The Council, the Forum presenters, and members of the National R3 Implementation Workgroup have taken some time to create this resource – the *R3 Professionals' Guide to the Virtual R3 Forum*- to help attendees keep notes and develop their ideas as the event progresses. In the pages that follow, you will find the event agenda, event access information, biographies of our speakers, and then tailored notes for many of the event sessions. Use this resource as a reference tool throughout the event and then as a resource after the event to help you plan your upcoming R3 efforts.

The Council staff will be available throughout the event to assist you with any questions or concerns. To reach us, you may chat in the Crowdcast platform, text our cell phones, or email [info@cahss.org](mailto:info@cahss.org). While we are working diligently to provide you with an exceptional experience through the Forum event, we ask for your patience if we experience any technical issues or delays in schedules. We'll alert you if we experience any significant delays, but we expect you to have an enjoyable experience.

If we were in person, we'd shake hands and welcome you to the event. Unfortunately, we can't do that, but we do invite you to kick back and enjoy our time together in the coming days. Thanks for spending a few days with us. We hope you enjoy the event!

Cheers!

The Council team, Board of Directors, and Members of the National R3 Implementation Workgroup

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## Joining the Virtual R3 Forum as an Attendee

Thank you for attending the Virtual R3 Forum. The following instructions will help to ensure you have an enjoyable viewing experience. Please follow the steps below.

We will use the platform Crowdcast to host this event. To access the platform, please ensure you are using Google Chrome or Firefox. **Google Chrome is the best option.** You'll want to ensure you have a minimum download speed of 5Mbps and upload speed of 2Mbps for stable and consistent stream of video and audio while attending the event. You can test your speed here:

<https://docs.crowdcast.io/en/articles/783-minimum-requirements-to-attend-an-event>

To join the Virtual R3 Forum, you will need to access the right link for the right day. Select the link below that applies to the day you are attending:

**Day 1:** <https://www.crowdcast.io/e/r3-forum---day-1/1>

**Day 2:** <https://www.crowdcast.io/e/r3-forum---day-2/1>

More detailed instructions, including directions to test your computer for compatibility, is available here: <https://cahss.org/wp-content/uploads/2020/08/Attendees-Crowdcast-V-2.pdf>.

### For Additional Assistance:

Please use the chat feature in the Crowdcast platform, or email any of the Council staff:

Sawyer Connelly – [sawyer@cahss.org](mailto:sawyer@cahss.org)

Kristen Black -[Kristen@cahss.org](mailto:Kristen@cahss.org)

Samantha Pedder – [samantha@cahss.org](mailto:samantha@cahss.org)

### A Special Thank You:

For each session of the Virtual R3 Forum, attendees attending each session “in person” will be entered for a drawing for a Federal Ammunition Backpack (\$200 MSRP). Federal Ammunition offered to help with this event to increase engagement throughout the event and as part of their continued support of the growing R3 initiative.



**Agenda – Wednesday, Aug. 26, 2020**

**All times are in Eastern Time Zone**

**\*Session will be recorded**

To join [Day 1 of the Virtual R3 Forum click here.](#)

12:00PM – 12:15PM      Opening Remarks\* by Director J.D. Strong - Oklahoma Department of Wildlife Conservation

12:15PM – 1:30 PM      **COVID-19 & R3\***

“COVID-19 continues to impact our organizations – industry, nonprofit and agencies alike. This session will build off previous conversations through the R3 community and highlight how conservation partners are continuing to respond to the impacts of COVID-19. We’ll end on a high note as we discuss expectations for the fall seasons and the opportunities before us to expand on the momentum of R3 efforts.”

Joe Bartozzi – President and CEO of National Shooting Sports Foundation  
Liz Ogilvie – CMO & VP of American Sportfishing Association  
Mike Fowlks –Director Division of Wildlife Resources – Utah Department of Natural Resources  
Becky Humphries – CEO of National Wild Turkey Federation

2:15PM – 3:15 PM      **Modern Multi State Conservation Grant Panel\***

“The Pittman Robertson Modernization Act passed in the last days of 2019 and with it brought an impactful change in the structure of multistate conservation grants. This session is specifically dedicated to highlight the projects which will begin in either 2020 or 2021, and provide an opportunity for project leads to seek partners and assistance with their efforts moving forward.”

3:30PM - 4:45PM      **Marketing to Retain Customers\*** - John Kenney – Director of Business Development at NBCUniversal Media, LLC

“COVID-19 resulted in a surge of interest in the outdoors. Many states have seen increased license sales and are now looking to retention efforts to keep those new recruits active this fall. Join us for a session on marketing strategies and tactics designed to increase retention of customers, as well as leverage new strategies to recruit previously underserved audiences. John Kenney, Director of Business Development for NBC Universal, will lead the conversation and discussion with participants.”

5:00PM – 6:00PM

**Happy Hour (Happening via Zoom)**

“The R3 community thrives on connecting with each other. Join us for a happy hour to discuss the presentations of the day and catch up with your peers from across the country.”

Join Zoom Meeting

<https://zoom.us/j/94522177941?pwd=WEtTcjNrTURwZk1RTnlueFBPeWpYdz09>

Meeting ID: 945 2217 7941

Passcode: 526280

**Thursday, Aug. 27, 2020**

**All times are in Eastern Time Zone**

**\*Session will be recorded**

To join [Day 2 of the Virtual R3 Forum click here.](#)

12:00PM – 1:00PM

**What is the National R3 Implementation Workgroup?\***

Samantha Pedder, Council to Advance Hunting and the Shooting Sports  
Kristen Black, Council to Advance Hunting and the Shooting Sports

Megan Wisecup, Iowa Department of Natural Resources  
Scott Lavin, Arizona Game and Fish Department  
Jeff Rawlinson, Nebraska Game and Parks Commission  
Jenifer Wisniewski, Tennessee Wildlife Resources Agency

“Since 2018, the National R3 Implementation Workgroup has worked to identify and address the key challenges in regional and national R3 efforts. Join this session to witness the work and products that this group has created and learn how R3 professionals may apply these tools to their daily jobs. Key areas of discussion will include: Marketing, Mentoring, R3 Partnerships, Organization Structure, and the new National R3 Clearinghouse.”

1:15PM – 2:30PM

**Next Steps in Mentoring\*** - Matt Dunfee, Wildlife Management Institute & Rob Southwick, Southwick Associates

“Mentoring is a topic many R3 professionals discuss often, and this presentation will expand that conversation. Colleagues will share new updates on mentoring research and provide some insights to help R3 professionals evolve their mentoring strategies.”

2:45PM – 3:45PM

**Retaining a Community\***

“A majority of R3 efforts focus on recruitment of participants. Now, as COVID has increased some license sales across outdoor recreation activities, we face a new challenge of *retaining* participants in these activities for the long haul. This panel conversation will focus on different elements of community and discuss how a strategy to build an inclusive community could lead to long-term retention of not just new participants, but *all* outdoor recreationists.”

Howard Vincent – President and CEO of Pheasants Forever & Quail Forever

Marcia Brownlee –Artemis Program Manager - National Wildlife Federation

Adrian Angulo – Hispanic Outreach Manager - Theodore Roosevelt Conservation Partnership

4:00PM – 5:00PM

**Technological Advancements in R3\***

“COVID-19 provided a chance for innovation and our partners have not disappointed. Join an open discussion as partners showcase their new technologies designed to increase and retain participation. Partners will be welcome to provide an update on their efforts and advances in systems and technology.”

5:00PM – 6:00PM

**Happy Hour (Happening via Zoom)**

“The R3 community thrives on connecting with each other. Join us for a happy hour to discuss the presentations of the day and catch up with your peers from across the country.”

Join Zoom Meeting

<https://zoom.us/j/93169608169?pwd=anFiUXlyT1pQNTVLalhySmU4T1BHdz09>

Meeting ID: 931 6960 8169

Passcode: 318605

## **COVID-19 & R3 presented by Joe Bartozzi, Liz Ogilvie, Mike Fowlks, and Becky Humphries**

**Description:** “COVID-19 continues to impact our organizations – industry, nonprofit and agencies alike. This session will build on previous conversations through the R3 community and highlight how conservation partners are continuing to respond to the impacts of COVID-19. We’ll end on a high note as we discuss expectations for the fall seasons and the opportunities before us to expand on the momentum of R3 efforts.”

### **Speaker Bios:**

**Joe Bartozzi:** Joe is the President and CEO of the National Shooting Sports Foundation (“NSSF”), and the Sporting Arms and Ammunition Manufacturers’ Institute (“SAAMI”). He has spent nearly 40 years in a variety of technical and executive management roles in the manufacturing sector. Until his move to NSSF, Joe was a longtime member of NSSF’s Board of Governors, including serving as the Foundation’s Treasurer for several years. Joe also served two terms as the Chairman of the Board of Directors of SAAMI. He is currently a member of the Board of Directors of the Council to Advance Hunting and the Shooting Sports (“CAHSS”) and is a member of the Board of Directors of the World Forum on Shooting Activities (“WFSA”). He currently serves on the Board of the Connecticut Chapter of the American Red Cross; and is serving as the Immediate Past Chairman of the Board of Goodwill Industries of Southern New England. Joe is licensed to practice law in Connecticut, Maine and in the United States Supreme Court. He is a 2014 recipient of the Anthony V. DeMayo *Pro Bono* Award, presented by the Connecticut Bar Association.

**Mike Fowlks:** An avid hunter and a longtime career in wildlife law enforcement, Mike Fowlks has more than 27 years’ experience with the Utah Division of Wildlife Resources (DWR). He has served as the division’s deputy director since 2012 and was appointed as director in 2017. His primary responsibilities include overseeing more than 600 state employees and managing and protecting Utah’s wildlife and fisheries, including 140 wildlife management areas and 12 fish hatcheries.

Fowlks began his career at the DWR as a field conservation officer in the agency’s Law Enforcement Section. He distinguished himself as a leader and quietly worked his way through the ranks, serving as the law enforcement section chief for eight years. He also served as the agency’s liaison with the Utah Legislature between 1997 and 2003.

Fowlks received his bachelor’s degree in zoology and animal biology from the University of Utah. He also graduated from the FBI National Academy for Law Enforcement Administrators and the National Conservation Leadership Institute.

**Rebecca Humphries:** Becky started her career in wildlife as an employee of the US Fish and Wildlife Service. In 1978, she joined the Michigan Department of Natural Resources. Her 32-year career with the agency was a progression of field biologist positions to Wildlife Division Chief and culminated with her last seven years as Director. Becky’s tenure saw the agency through a number of challenges, however her leadership in managing the agency in addressing Bovine Tb in wild deer and Chronic Wasting Disease, brought her to leadership roles with the Association of Fish and Wild Agencies. She won their two most prestigious awards for her work and chaired the Fish and Wild Health Committee and the National Fish and Wildlife Health Initiative. In 2011, Becky left public service and joined Ducks Unlimited as Director of Conservation Programs. In 2013, The National Wild Turkey Federation enticed Becky to

join them in South Carolina as the Chief Conservation Officer. In 2016, Becky was named the Chief Operations Officer and in April of 2017, she was named as the CEO for NWTF.

**Liz Ogilvie:** Liz Ogilvie is the Vice President and Chief Marketing Officer of the American Sportfishing Association (ASA), where she oversees a variety of projects including government relations advocacy, conservation and education grant distribution, and the recreational fishing industry's involvement in R3. Prior to joining ASA, she worked for the World Fishing Network as Senior Director for Partnership Marketing. Earlier experience includes Corporate Marketing Manager for Trout Unlimited and fly fishing instructor for L.L. Bean. A graduate of Boston University, she also holds an M.S. in nonprofit management from Northeastern University.

**J.D. Strong:** An active outdoorsman and fifth-generation Oklahoman from Weatherford, J. D. Strong landed what he calls his "dream job" when hired as Director of the Oklahoma Department of Wildlife Conservation in 2016, after gaining 23 years of experience in conserving Oklahoma's natural resources. While finishing his wildlife ecology degree at Oklahoma State University in 1993, Strong started as a field temporary for the Oklahoma Water Resources Board (OWRB) performing aquatic research. Over the next two decades, he worked his way up to Secretary of Environment for Governor Brad Henry in 2008, and Executive Director of OWRB in 2010.

Director Strong quickly dove in at ODWC, helping institute a new, user-friendly digital licensing system and leading the ODWC through a long-overdue comprehensive strategic planning initiative. During his tenure, ODWC has expanded its public hunting and fishing land holdings by nearly 80,000 acres, including four new Wildlife Management Areas.

Other accomplishments during Strong's tenure include a massive renovation of ODWC's headquarters near the Capitol, launching the Oklahoma Wildlife Conservation Foundation, roll-out of a new walk-in hunting and fishing Oklahoma Land Access Program, expansion of the Stars & Stripes License Project supporting veterans and soldiers, development of NBA star Paul George's Fishing in the Schools partnership, and fostering a new partnership with the National Rifle Association to provide free online hunter education.

Director Strong holds a number of leadership positions at the state and national level, including:

- Chair, United Way of Central Oklahoma's State Charitable Campaign
- President, Western Association of Fish & Wildlife Agencies
- Chair, Council to Advance Hunting and the Shooting Sports
- Secretary of Interior Appointee, Sport Fishing and Boating Partnership Council
- Chair of Fisheries & Water Resources Policy Committee, Association of Fish and Wildlife Agencies
- Chair of Awards Committee, Southeastern Association of Fish & Wildlife Agencies
- Member, U.S. Fish & Wildlife Service Joint Federal/State Task Force on Federal Assistance Policy
- Executive Committee Member, National Bobwhite Conservation Initiative

## **Modern Multistate Conservation Grant Panel**

**Panelist 1:** Taniya Bethke on behalf of Midwest Association of Fish and Wildlife Agencies

**Panelist Email:** Taniya.Bethke@state.sd.us

**Project Name:** MAFWA Regional Small Game Diversity and Inclusion Marketing Toolkit

**Description:** The MAFWA R3 Committee was approved to receive an R3 MSCGP grant to create a Small Game Diversity and Inclusion Outreach Toolkit. The project was developed to help address the issue of insufficient imagery and resources available to properly represent women and people of color in outreach materials and campaigns, specifically in regard to small game hunting which is a primary source of income for many Midwest states. Resources like this have the potential to start the transformation of our relationship with new and diverse audiences, hopefully leading to an increased sense of comfort and belonging in the conservation world. In partnership with DJ Case and Associates, Backcountry Hunters and Anglers, Pheasants/Quail Forever, the National Wild Turkey Federation, and a marketing firm selected through an RFP process, MAFWA will create a library of diverse and inclusive photographs and bilingual social media templates and email campaigns for the top 3-5 diverse audiences in the Midwest Region. Photos will be representative of landscapes, species, regulations and populations across the entire region.

**Panelist 2:** Jenifer Wisniewski on behalf of Association of Conservation Information

**Panelist Email:** Jenifer.Wisniewski@tn.gov

**Project Name:** Effective R3 Marketing Strategies

**Description:** This project will build state agency capacity to implement relevant, measurable marketing projects that demonstrate robust return on investment within the calendar year while generating case studies for other agencies to replicate. ACI, with its expert marketing and communications practitioner-members in the conservation community, will form a committee of experts to solicit, review, and select R3 marketing proposals from 4 state agencies from each AFWA region. ACI will grant funding to implement those marketing strategies in those states to accomplish R3 in a measurable, replicable way.

**Panelist 3:** Charles Evans

**Panelist Email:** charles@gwf.org

**Project Name:** Scaling a College-Focused R3 Model

**Description:** Academics Afield (AA) was founded in Georgia in 2019, after several years of research and development, to provide program that introduces college students from nontraditional backgrounds to hunting and shooting. The AA model was built with scalability as a priority and implementation on three campuses over the past year has provided proof of concept. The data show that: - AA participants are more likely to come from non-hunting backgrounds and fall outside of the current demographics of hunters than participants in other hunter recruitment programs. - AA participants are likely to continue hunting and feel well equipped to do so. - Using student interns results in an increase in event frequency, messaging consistency, quality of participant experiences, quality of data collected through evaluation and tracking, and improves community-based mentoring when compared to a completely volunteer-driven model. The AA model's success stems from focusing on the data, integrating with

colleges by hiring student interns and partnering with faculty, targeting game species with limited barriers of entry, and facilitating community-based mentoring. This project aims to expand AA in the Southeast to impact more students, test scalability, refine the model and associated curriculum, and develop a comprehensive toolkit to facilitate national expansion.

**Panelist 4:** Allison Jasper

**Panelist Email:** allisonjasper@archerytrade.org

**Project Name:** Leveraging Influencers & Content Marketing to Recruit Bowhunters

**Description:** This project allows for state agencies to grow their digital and content marketing with influencers. Through new strategic content covering areas of bowhunter participation and conservation, we will target a new audience of hunters in recruiting them to purchase a license through their local agency. Organic content will benefit all 50 states, due to the influencers built in audience. The “call to action” for all ads will direct participants to their local state agencies with an emphasis on realness and obtainability, breaking down barriers of intimidation for a new hunter. Additionally, this grant will measure organic reach of all 50 states against targeted ads in seven (7) test states to new prospective hunters. Test states will have the ability to provide an individual call to action link to a page of their choosing, such as license sales or hunter education. The goal is to drive an increase in bowhunting license sales and generating revenue for state agencies.

**Panelist 5:** Mandy Harling

**Panelist Email:** mharling@nwtf.net

**Project Name:** Message Testing: National Ad Campaign to Promote Support of and Participation in Hunting and Recreational Shooting

**Description:** Comparable in spirit to the Take Me Fishing and Got Milk? campaigns, NWTf’s goal is to work with a private marketing agency specializing in creating message testing for today’s lifestyle and, ultimately, to develop a national advertising campaign to be supportive of all conservation partners and the R3 Community. The campaign will grow support for and participation in hunting and shooting as part of a self-sufficient lifestyle choice. We must build consensus on a unifying message to be shared and reinforced by NGOs, industry, state fish and wildlife agencies leadership and the state R3 representatives. The formal testing of potential messages is necessary in developing a market campaign that attracts new audiences and increases social support. The testing will be centrally organized, managed, and conducted by NWTf. The results will be analyzed, published, and distributed to a large body of conservation partners, including webinars for R3 practitioners to review the results. The ultimate goal next year is to develop and launch a large-scale national ad campaign utilizing the results of the testing for the most effective message that promotes support and participation in hunting and shooting. NWTf will share the campaign template with the R3 Community fostering a spirit of cooperation and understanding, which in turn will create a unified and meaningful message.

**Panelist 6:** Jim Curcuruto

**Panelist Email:** jcurcuruto@nssf.org

**Project Name:** Combining States and Industry Resources to Increase R3 Success

**Description:** States and industry have the same R3 needs and both have significantly strengthened their R3 investments and efforts in recent years. However, even though both groups have the same goals very few cooperative efforts have occurred, thus limiting our potential success. With industry’s marketing

and communications expertise and states' superior access to local communities and public resources, the two parties have complementary capabilities, but coordination has been haphazard. Discussions too often focus on what each party is doing versus planning cooperative efforts. The regional R3 committees and industry want to change this. To better meet R3 goals, a mutual, long-term working relationship must be developed. The first step will be expanding the industry's +ONE campaign to states by engaging a professional ad agency to adapt campaign materials based on states' direct input. The materials will enhance states' current R3 efforts, not reinvent them. Next, the NSSF will recruit retailers and manufacturers to support states' R3 efforts, plus enhance industry's base of consumer research. Results will be delivered to states via toolkits. The NSSF and its vendors will work directly with the regional AFWA R3 committees to make this happen and develop a stronger long-term R3 partnership.

**Panelist 7:** Alex Baer

**Panelist Email:** [abaer@ihea-usa.org](mailto:abaer@ihea-usa.org)

**Project Name:** Hunters Connect State Content Delivery System and Database

**Description:** IHEA-USA will be offering state agencies direct access to professional production company called "On Your Own Adventures". This access includes the ability to request specific hunting and shooting sports educational, tutorial-based, short videos which can be shared through hunter education programs or direct marketing campaigns. Agency R3, Marketing, and Hunter Education team will all be given login credentials for new database software that will contain weekly additions of IHEA's Hunters Connect videos as well as the ability to upload videos they feel are helpful to the community. In addition to access to this national video database, each user will receive a communication software account from SLACK to discuss the content within the database and share thoughts, ask questions, and interact with each other to encourage the sharing of customer engagement best practices. SLACK allows for direct messaging, file sharing, linking to files within the video database, and one on one video conversations through a web browser or smartphone app for ios and Android devices.

## **Marketing to Retain Customers presented by John Kenney, NBC Universal**

**Description:** “COVID-19 resulted in a surge of interest in the outdoors. Many states have seen increased license sales and are now looking to retention efforts to keep those new recruits active this fall. Join us for a session on marketing strategies and tactics designed to increase retention of customers, as well as leverage new strategies to recruit previously underserved audiences. John Kenney, Director of Business Development for NBC Universal, will lead the conversation and discussion with participants.”

### **Speaker Bio:**

**John Kenney:** John Has been a Director of Business Development for NBCUniversal’s local media properties for the last six years. His focus is on developing new business relationships between clients and NBCU’s Telemundo and NBC Owned Television stations as well as digital media platforms. Prior to joining NBCU, John worked in the multicultural and emerging digital media ad industry in Detroit Michigan and New York City where he was born and raised. He is an avid outdoor enthusiast who enjoys, motorcycling, snowmobiling, fly fishing, photography, marksmanship, beekeeping and gardening. He lives with his wife Dena, a pack of Australian shepherds and approximately 1.2 million honeybees in Clarkston, Michigan.

## What is the National R3 Implementation Workgroup?

History of the IWG – Samantha Pedder & Kristen Black

<https://cahss.org/national3implementationworkgroup/>

### 1: Partnerships – presented by Scott Lavin, Arizona Game and Fish Department

**Overview:** 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, NGO’s, industry, youth development organizations, and other partners will have to clearly identify roles the partners can take to most impact state and regional 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 team focused on identifying organizational R3 structures currently in place as examples of ways to build an R3 team within an agency, including communication channels to partners for effective partnerships.

**Product:** A one-stop guide with critical elements of R3 partnerships outlined and documented through case studies of R3 team structure from four different states. This document will be available under “partnerships” in the R3 Clearinghouse in the coming weeks!

### 2: Marketing – presented by Jenifer Wisniewski, Tennessee Wildlife Resources

**Overview:** Marketing the diverse opportunities for, and the many benefits of, hunting, recreational target shooting, angling, and boating 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 our industry; and evaluating to determine effectiveness and areas for responsive improvement. This group identified marketing needs and recommended actions to 1) maximize social support (from increasing broad societal awareness and acceptance, to connecting prospects with opportunities) for and 2) participation in hunting, recreational target shooting, angling, and boating.

**Product:** Four best management documents designed to offer insights into R3 strategies as well examples of partners’ efforts to demonstrate the approaches. This will be available on the National R3 Clearinghouse website along with tagged assets. Select the “Marketing” R3 Topic here to see some of the assets:

[https://cahss.getbynder.com/media/?resetsearch=&field=metaproperty\\_r3topics&value=marketing](https://cahss.getbynder.com/media/?resetsearch=&field=metaproperty_r3topics&value=marketing).

### 3: Mentoring – presented by Jeff Rawlinson, Nebraska Game and Parks Commission

**Overview:** Most states have several hundred thousand active hunters, yet a lack of coaches, mentors, and instructors was noted as one of 16 key threats facing hunting and shooting sports that must be addressed if R3 efforts are to be successful. A better understanding and implementation of effective mentoring programs and communication measures to motivate these two groups would potentially reverse downward hunting participation trends. Understanding elements of successful mentoring programs and applying that knowledge to expand and promote effective mentoring efforts from our current hunting, recreational target shooting, and angling base may increase participation.

**Product:** A custom Mentoring Assessment tool for partners to take to review their mentoring programs. As you progress through the survey you'll get feedback on different aspects on program design with references to resources to learn more. Visit the tool at:

<https://mentorshippselfassessment.questionpro.com>

#### **4: Data and Organization Culture – presented by Samantha Pedder, Council to Advance Hunting and the Shooting Sports**

**Overview:** The *National Hunting and Shooting Sports Action Plan* noted that organizations committed to R3 for hunting and the 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 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 campaigns. 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 them for R3 success.

**Product:** A tool, of many others to come, to help managers and organization leaders determine their next steps in hiring an R3 coordinator and expanding the engagement of other employees in organization-wide R3 efforts. More to come in the National R3 Clearinghouse.

#### **5: Clearinghouse – presented by Megan Wisecup and Kristen Black**

**Overview:** 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 up 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, and local data. The development of a clearinghouse minimizes duplication of efforts and fosters cooperative activities. By promoting the availability, quality, and requirements for digital data through a searchable online system the mechanism can greatly assist in coordination of data collection and research activities as well.

**Product:** A one-stop “google of R3” – this custom clearinghouse will house all the critical informational documents, reports, photos, infographics, etc. and will allow an R3 professional to search to find the content they are looking for! To access the Clearinghouse today, visit: [cahss.getbynder.com](http://cahss.getbynder.com). This website will migrate to become part of the National R3 Community in September as well!

## **Next Steps in Mentoring presented by Matt Dunfee and Rob Southwick**

**Description:** “Mentoring is a topic many R3 professionals discuss often, and this presentation will expand that conversation. Colleagues will share new updates on mentoring research and provide some insights to help R3 professionals evolve their mentoring strategies.”

### **Speaker Bios:**

**Matt Dunfee:** Matt Dunfee is the Director of Special Programs for the Wildlife Management Institute, a 101-year old, non-profit conservation organization dedicated to science-based, professional wildlife management. He serves as the Director of the Chronic Wasting Disease Alliance, Co-Chair of the National Hunting and Shooting Sports Action Plan, and the Chair of the North American Wildlife and Natural Resources Conference. In his current roles, Matt serves on numerous professional committees and boards including the AFWA Fish and Wildlife Health Committee, national and regional R3 Committees, the Conservation Leaders for Tomorrow Advisory Committee, and the International Hunter Education Association Standards and Research Committees. Following his leadership in developing evaluation toolkits, best practices, and strategic models for hunter and shooter R3 efforts, Matt has conducted dozens of multi-day training and information workshops for state and federal wildlife agency staff and administrators on R3 strategies, program development, evaluation, and best practices.

**Rob Southwick:** Rob Southwick founded Southwick Associates in 1990. Southwick Associates is the leader in the business, economics and marketing side of fish and wildlife management. For the past 10 years, Southwick Associates has lead efforts to design and evaluate R3 efforts, identifying successes as well as failures with a goal of improving overall R3 results. Major clients include the American Sportfishing Association, the National Shooting Sports Foundation, the Recreational Boating and Fishing Foundation, the Outdoor Industries Association, the Association of Fish and Wildlife Agencies, most state fish and wildlife agencies and many confidential corporate clients.

**Presenters Notes on Next Page.**



# Making Mentorship Work

## *Executive Summary*

**Matt Dunfee, Wildlife Management Institute**

**Rob Southwick, Southwick Associates**

**Phil Seng, DJ Case and Associates**

And the R3 Committees of the:

**Northeast Association of Fish and Wildlife Agencies**

**Southeastern Association of Fish and Wildlife Agencies**

**Midwestern Association of Fish and Wildlife Agencies**

**Western Association of Fish and Wildlife Agencies**



### Problem Statement:

"Mentoring" has been increasingly emphasized within the R3 community as a priority R3 effort critically needed to help reverse the declining trend in hunting and target shooting. This sentiment assumes that using existing hunters and target shooters to introduce potential participants in an apprentice-like relationship, whether by personal invitation or programmatic pairing, is the most effective method to achieve meaningful increases in hunter and target shooter numbers.

Current R3 theory postulates that most new participants need to follow a predictable pathway of learning and experiences that require direct, consistent, and personal support from others before they can become independent participants. Historically, this pathway of learning was guided by an experienced individual within the novice's social circle. Research has supported the powerful impact of this type of "mentorship," and surveys of avid hunters and shooters have documented that most were introduced to, or "mentored" into, these activities by experienced individuals among their family or friends. These established processes and common experiences likely influenced how the term "mentor program" emerged within the R3 community, and why it attained an arbitrary status as a high priority R3 effort-type. However, virtually nothing is known about what approaches and tactics might be required to motivate, recruit, support, and manage mentors and mentees a large scale. Without an objective understanding of these elements and their programmatic feasibility, it is doubtful that current mentoring efforts will be able to meaningfully boost hunting and target shooting participation.

Before organizational mentoring programs can generate meaningful participation increases at a significant scale, many critical questions must first be answered. These include "What characteristics differentiate mentoring from other R3 effort-types?", "Where do we find people willing to mentor and how large is that population?", "What motivates mentors and mentees?", and many more. The purpose of this project is to begin identifying and quantifying the factors most critical to delivering mentoring enterprises at scale. It is important to note that this project was not intended to create new mentoring efforts, but instead to examine the fundamental elements of mentoring-type R3 efforts and identify how to increase the success and outcomes of existing and future programmatic mentoring efforts. Our hope is that the R3 community incorporates the findings, insights, and recommendations of this study into their efforts to create and implement ever-more effective and efficient R3 practices.

### Process:

This project relied on data gathered from multiple surveys and focus groups. To ensure that results and recommendations were as applicable as possible, the research team first cataloged current mentoring programs' structure (as defined by the organizations that implement them) and developed specific research topics that examined current practices and existing assumptions. Next, with content input from state fish and wildlife agency regional R3 committees, online focus groups were held to better understand the motivations and interests of current mentors, potential future mentors and potential mentees. A series of national hunter and target shooter surveys were then conducted to quantify and validate the insights, discoveries, and recommendations gleaned from the focus groups and current R3 practitioners. The final results were used to develop the insights and recommendations contained within this report. For a detailed accounting of all methods used in this study, please refer to the full report.

Significant Findings:

Given the extensive amount of data generated from this project, the following summary was developed by a team of R3 experts from regional R3 committees as well as the primary project team to highlight the most critical and/or controversial findings of the study. The following does not represent the full compendium of useful information generated from this project, and readers are strongly encouraged to examine the full report.

**1. There is a substantial opportunity for both mentoring efforts and increased hunting and target shooting participation:**

Nearly 10% of survey respondents selected to represent the U.S. population indicated at least a moderate level of interest in becoming a potential hunting mentee in the near future while over 18% are at least moderately interested in becoming a target shooting mentee. To be counted, respondents had to express interest in learning from an experienced participant versus teaching themselves. These individuals currently do not participate in hunting or shooting sports, respectively. This indicates significant potential to grow participation via expanded, well-designed programs. The below table estimates the size of the pool of instructor-seeking potential hunters and recreational shooters.

<b>Group</b>	<b>Percent of Population</b>	<b>Number of People/Potential Mentees</b>
U.S. Population Age 18 or Older	100.0%	255,200,373
Potential Hunting Students (Mentees)	9.7%	24,754,436
Potential Shooting Students (Mentees)	18.4%	46,956,869
Potential Student of Either Activity	19.8%	50,546,396

**2. Nearly all existing, organized “mentoring” programs are just another form of skills training.**

As reported by current R3 practitioners when surveyed, their “mentoring” programs are more accurately defined as skills training efforts for small groups as they do not reflect the characteristics of the apprenticeship-type mentoring that likely gave rise to the mentoring ideal. As can be seen in the full project report, average student to instructor ratios in these programs are 11:1, and only 38% of these programs offer at least one in-field experience for participants.

The below definition for mentoring used in this study was developed in consultation with the regional R3 committees:

“One-on-one interaction, either in-person or otherwise, that occurs more than once between the same parties. This would include one-on-one long-term teaching relationships, youth clubs with an education element,

summer camps with multiple hands-on opportunities, in-field programs that bring the same students back more than once, electronic mentoring, etc. It would not include one-time fishing derbies, one-day seminars, instructional videos and marketing campaigns, etc.”

**3. Prospective students do not like the term “mentor.”**

Focus group participants and survey respondents strongly indicated that “mentor” should only be a term that a participant bestows on an instructor after a relationship is built. Simply put, the title of “mentor” should be earned and granted, not assigned from the start.

*Recommendation: R3 practitioners should no longer identify an R3 effort as a “mentor” or “mentoring” program. Instead, “mentoring” programs should be referred to as “personal instruction” programs since “instructor” is strongly preferred by prospective students. \*Note: From this point forward in this summary, “mentoring” programs will be referred to “instruction” programs, and “mentors” will be referred to as “instructors.”*

**4. Just because someone tried hunting or target shooting in the past doesn’t mean they don’t need personal instruction.**

Interestingly, a significant proportion of individuals who show an interest in being instructed (37% of potential hunting students and 46% of potential target shooting students) have already tried hunting or shooting sports in the past. However, they commonly do not have a friend or other member in their current social group able to instruct them. Given their existing interest and personal experience, these people should be an equally high-priority (if not higher priority) target audience as those who are interested but have no previous experience.

**5. Neither current/potential instructors nor potential students expressed a preference for interacting with individuals of any specific age or gender.**

While this finding is somewhat contrary to common sentiment within the R3 community, it is important to note that this study tested only age and gender. Ethnicity, cultural factors, urban/rural factors, etc. were not tested and should be investigated further. Note that while a slightly greater percentage of males prefer to be instructed by other males compared to females, the differences were very minor.

**6. Only small percentages of current hunters and recreational shooters have NOT taught or mentored someone (per the definition shared above) in recent years.**

Perhaps unsurprisingly, most hunters and recreational shooters seem very willing to take time to instruct family and friends, especially when asked, and most have already done so. Also, current participants are less willing to teach persons unknown to them. It is important to note that these individuals who are already teaching others usually do not view themselves as instructors but act simply to help family members or friends because they were asked to do so.

Though this finding is encouraging, it should be noted that of those hunters and target shooters who had not already taught or mentored someone, the large majority were only “slightly” or “not at all” interested in teaching someone.

It should also be noted that while a majority of active participants reported instructing others, it is unknown what percentage of their students received sufficient instruction to become independent participants.

*Recommendation: Instructors for R3 instruction programs should be recruited from hunters and target shooters who already practice teaching others.*

**7. Many current hunters and target shooters are willing to instruct others beyond their social circle but haven’t done so simply because they haven’t been asked.**

As expressed by those who have instructed someone, personal invitations are regarded as the most effective method to recruit an instructor. Conversely, blanket requests and promotions are much less effective. A request to instruct someone is more effective if delivered by another hunter or shooter. A request from an organization of any type is considered less effective, but based on the mass number of people that can be reached by state agencies and NGOs, organizational/campaign invitations to be an instructor must be considered and further researched to improve effectiveness of messaging.

*Recommendation: To increase the number of hunters and target shooters willing to instruct someone outside of their social circle, R3 practitioners should increase efforts to specifically extend invitations to them to become instructors.*

**8. Unfortunately, a majority of hunter and shooters are not interested in instructing beyond what they do organically within their family or social circles.**

Note: In terms of this project, two basic forms of instructing new participants are apparent: “Organic” which refers to people naturally learning from family or friends, and “ programmatic” which refers to people without close support who need instruction from organized programs hosted by state agencies and NGOs. From here on, instruction efforts will be defined as either “programmatic” or “organic.”

The focus groups indicated that hunters and target shooters that were already extremely avid instructors are more willing to instruct others outside their social circle, as well as instruct at a higher frequency. This group could be targeted with focused recruitment efforts to help introduce more ‘non-traditional’ faces to hunting and the shooting sports.

*Recommendation: Programmatic instruction programs should focus on:*

- i. Communicating with as many hunters and shooters as possible to identify and recruit the “super instructors” and the minority of current hunters*

*and target shooters willing to work with people outside of their social circle, then*

- ii. Facilitate “match-making” or “brokering” services to align students and instructors.*

**9. Material incentives are not a significant factor in motivating people to become instructors.**

Respondents indicated that the main reasons for instructing others are based on personal values such as “passing along the outdoor tradition” and “teaching others because someone else taught me.” For those who do like incentives, however, product discounts and access to exclusive hunts and shooting opportunities are top preferences.

It is interesting to note that hunters and target shooters express essentially the same values and motivations for instructing others. Thus, instructor recruitment messages for hunting and shooting sports programs could be very similar and perhaps combined. Note that, based upon the responses of potential students in this survey, hunting and shooting sports programs themselves should not necessarily be combined. Over three quarters of potential target shooting students had zero or adverse interest in hunting.

*Recommendation: If material instructor incentives are offered in an instruction program, the implementing organization should consider providing special access to hunting areas or seasons for instructors and their students as well as partnering with other organizations or industries to provide product discounts or pro deals.*

**10. Hunters and target shooters find instructing novices more appealing if a trusted organization facilitates their introduction to prospective hunters and shooters.**

Having an organization handle the logistics of finding, screening, and match-making potential students may incentivize more individuals to become instructors.

*Recommendation: Organizations vested in R3 should consider “brokering” relationships between potential instructors and students and provide a process and venue for instructors and students to meet and bond before formal instruction begins.*

**11. Many beginning and intermediate-level hunters and shooters are interested in introducing new participants but feel unqualified or too limited in experience to be considered an instructor.**

Respondents indicated that checklists of skills to teach, gear to purchase, and knowledge to impart would be instrumental in their decision to become and remain an instructor. Other helpful resources include a service to handle background checks, and an established instruction curriculum or instructor guide.

*Recommendation: R3 practitioners should actively recruit, encourage, and support instructors from hunters and target shooters with ALL levels of experience. However, they must also provide needed resources and guidance to encourage those with self-assigned lack of experience or lack of confidence in their ability to instruct.*

**12. Safety remains a top priority and participation requirement for those wanting hunting and shooting sports instruction.**

Potential students consistently report safety as a priority concern. This finding is reinforced by a body of existing research. Before people commit to hunting and firearm instruction, they need to know that safety will be a prominent focus and will be practiced diligently by both instructors and fellow students.

*Recommendation: Instruction programs and instructors must address and emphasize safety from the first recruitment pitch until the final programmatic contact.*

**13. Prospective students prefer to be instructed by a trusted friend or family member but view an experienced hunter/target shooter as equally acceptable.**

Encouragingly, most potential students prefer “expert” hunters and recreational shooters as their instructors. Of course, experienced family members or friends are also desirable individuals to learn from, but not exclusively so.

*Recommendation: Agencies and NGOs have an underutilized opportunity to “broker” relationships between potential, qualified instructors and students. Providing occasion and process for ‘meet and greets’ and one-on-one interactions will help both parties be more comfortable when it comes time to make a commitment and head to the classroom, field or range. Considering the need to match students and mentors, this brokering role could become the cornerstone of some organizations’ instruction programs, especially if combined with providing services like background checks, curriculum, and other instructor resources.*

**14. There is no single optimal way to identify and contact potential students and they do not prefer the same communication channels preferred by potential instructors.**

Though prospective instructors and students express different preferences for advertising platforms, both groups ranked state fish and wildlife agency websites highly. This indicates that agencies are trusted sources of information and should be optimized as information hubs that both groups can be sent to after they become interested by messages delivered on their preferred advertising platforms.

*Recommendation: State fish and wildlife agencies should ensure that both student- and instructor-specific resources are available on their websites, and links to these resources should be included in the advertisement efforts and campaigns targeting student recruitment.*

*Other Findings Useful to Program Implementation:*

1. A chance to meet prospective new hunters or shooters before teaching them is considered important by many hunting and shooting instructors. Facilitating these meetings will likely make both parties more comfortable to enter the field or the range together.
2. Integrate safety messages and procedures into every program element and stress it continually.
3. Providing access to areas for those learning to hunt and shoot may be one of the most effective ways to increase the amount of instruction that occurs.
4. Wildlife agencies and national conservation organizations were top choices identified by potential new hunters and shooters as most trusted to offer 'learn to hunt' or 'learn to shoot' programs.
5. Opportunities to learn together with friends was rated highly by prospective students. Thus, instruction programs should consider offering "2 for 1" deals.
6. Potential students welcome and embrace online video and course instruction, but combined with in-person, hands-on components.
7. Social media was the top method chosen to reach prospective new hunters and shooters, followed by advertisements at outdoor retailers (but not just hunting, fishing, and shooting sports retailers). Use these routes to capture the attention of potential new students and direct them to state agency websites and other credible sources for next steps.
8. "Supplying myself with meat" was the top motivation chosen by those who would like to learn to hunt from an instructor. The sustainable and local food movements provide a rich recruiting ground for potential hunters.
9. Certifications or other evidence of instructor qualifications are recommended, both for the instructors to help in the recruitment process as well as to win trust from potential students. Plus, students are interested in some form of certification or other recognition upon program completion akin to hunter education certificates.
10. Most prospective new hunters and shooters were interested in learning in a small group setting of no more than four new hunters or shooters working with a single instructor. Therefore, reduce student/instructor ratios to the extent possible.
11. To determine the effectiveness of instructional programs in creating new participants, implementing organizations should establish and track outcome-based metrics such as the percentage of students who become independent participants, the number of first-time, certified instructors created and retained, and long-term avidity of participants, etc. For the approximate 20% of programs who report not tracking metrics, it is recommended that they begin tracking at least one ultimate outcome to validate the

effectiveness of their program. Of primary importance would be identifying the three-year license-purchasing behavior of the participants who complete the program.

## **Retaining a Community presented by Howard Vincent, Marcia Brownlee, and Adrian Angulo**

**Description:** "A majority of R3 efforts focus on recruitment of participants. Now, as COVID has increased some license sales across outdoor recreation activities, we face a new challenge of retaining participants in these activities for the long haul. This panel conversation will focus on different elements of community and discuss how a strategy to build an inclusive community could lead to long-term retention of not just new participants, but all outdoor recreationists."

### **Speaker Bios:**

**Adrian Angulo:** "Angulo grew up fishing for cochito, pargo, and roncachito in Sonora, Mexico. A first-generation American citizen, Angulo has a strong sense of civic duty and is passionate about finding ways his community can engage in the political process and decision-making spaces. Angulo earned his bachelor's degree from St. John's College in Santa Fe. He got his start at the New Mexico State Legislature, where he worked with elected officials to protect our air, land, water, and wildlife in his various roles with the House Energy and Natural Resources Committee and Senate Finance Committee.

Interested in deepening his involvement in community leadership, Angulo began working in political campaigns, where he was tasked with fundraising, event management, Hispanic and Latino outreach, public relations, volunteer mobilization, and engaging diverse local and tribal communities and leaders to support progressive candidates and ballot measures. In his new role at TRCP, he is excited to build a community of hunters, anglers, and outdoor recreationists who care about our public lands and increasing access across the West. In his spare time, Angulo enjoys woodworking, biking, and hiking with his dog."

**Marcia Brownlee:** Marcia lives in Montana, where she spends as much time as she can hunting, fishing, hiking, camping, stargazing, and foraging. Originally from Michigan, Marcia has a bachelor's degree from Michigan State University and a Master's in Education from the Harvard Graduate School of Education. For 15 years, Marcia worked as an educator with a focus on place-based education that nurtured kids' natural curiosity for and love of the outdoors. In spring of 2016, after being a big game hunter for four years, Marcia partnered with a friend and start a business providing women-led hunting education and mentoring opportunities. As the Artemis Program Manager, she focuses on creating a community of powerful, informed sportswomen who will foster positive change and defend and secure the future of our public lands, waters, and wildlife. Contact Marcia at [artemis@nwf.org](mailto:artemis@nwf.org).

**Howard Vincent:** Howard originally came from Duluth, Minnesota where he graduated from the University of Minnesota, Duluth with a Bachelor of Accounting degree in 1979. He worked in public accounting for 7 years including his time with the national accounting firm of KPMG Peat Marwick where he was the Supervisor in charge of Business Advisory Services for the Twin Cities area.

He came to Pheasants Forever (PF) in 1987 as their first Director of Finance. He has also held the position of Senior Vice President and Chief Financial Officer before PF's National Board of Directors appointed him President and CEO in January 2000. In his time with PF, it has grown from a \$1 million to an \$89 million dollar organization with 750 chapters in 40 states and 150,000 members. PF also continues to have an efficiency rating of 90+% and has been rated 4 stars by Charity Navigator for six consecutive years.

Howard is a National Board of Director of the Wildlife Management Institute, the Council to Advance Hunting and Shooting Sports, the Theodore Roosevelt Conservation Partnership, the American Wildlife Conservation Partners, and served two terms as a Member of the Wildlife Hunting Heritage Conservation Council. This Council gave direction and guidance to the Secretary of Interior and the Secretary of Agriculture on national conservation and hunting related issues.

### Technological Advancements in R3

**Description:** “COVID-19 provided a chance for innovation and our partners have not disappointed. Join an open discussion as partners showcase their new technologies designed to increase and retain participation. Partners will be welcome to provide an update on their efforts and advances in systems and technology.”

**Panelist 1:** Greg Gulliver

**Panelist Email:** [ggulliver@freshaireducators.com](mailto:ggulliver@freshaireducators.com)

**Affiliation:** Kalkomey

**Website:** <https://www.kalkomey.com/>

**Panelist 2:** Mike Bialousz

**Panelist Email:** [MBialousz@esri.com](mailto:MBialousz@esri.com)

**Affiliation:** Environmental Systems Research Institute (ESRI)

**Website:** <https://www.esri.com/en-us/home>

**Panelist 3:** Kelsey Hersey

**Panelist Email:** [kelsey.hersey@brandtinfo.com](mailto:kelsey.hersey@brandtinfo.com)

**Affiliation:** Brandt Information Systems

**Website:** <https://www.brandtinfo.com/>

**Panelist 4:** Brad Luttrell

**Panelist Email:** [brad@timetogowild.com](mailto:brad@timetogowild.com)

**Affiliation:** GoWild

**Website:** <https://timetogowild.com/>

**Panelist 5:** Slade Johnston

**Panelist Email:** [slade@trips4trade.com](mailto:slade@trips4trade.com)

**Affiliation:** Trips4Trade

**Website:** <https://trips4trade.com/>

**Panelist 6:** Rob Southwick

**Panelist Email:** [Rob@southwickassociates.com](mailto:Rob@southwickassociates.com)

**Affiliation:** American Sportfishing Association & Southwick Associates

**Website:** <https://www.southwickassociates.com/category/data-dashboards/>

**Panelist 7:** Buck Robinson

**Panelist Email:** [buck.robinson@outdooraccess.com](mailto:buck.robinson@outdooraccess.com)

**Affiliation:** Outdoor Access Inc.

**Website:** <https://www.outdooraccess.com/#/>

# Thank you for joining the Virtual R3 Forum.

## We hope you enjoyed the event!



**Below are some helpful links for your use after the event.**

### ***Watch the Recordings***

All of the content sessions were recorded and will be accessible on the Council's Youtube Channel in a playlist at this link: [https://www.youtube.com/playlist?list=PL\\_JRPeudfPfC7rhwsUNOBTfff7k2tLjVZ](https://www.youtube.com/playlist?list=PL_JRPeudfPfC7rhwsUNOBTfff7k2tLjVZ)

### ***Continue the Conversation***

You may also join the continued conversation on the National R3 Community. If you are not a member, you can join by visiting: [www.natioanlr3plan.com](http://www.natioanlr3plan.com).

### ***Use the National R3 Implementation Workgroup Products***

Many of the new and exciting resources offered by the National R3 Implementation Workgroup will be available in the coming weeks. Stay tuned on the R3 Community for more updates and visit <https://cahss.org/nationalr3implementationworkgroup/>.

### ***For Additional Assistance***

If you have any questions or concerns throughout or after the event, please contact either Sawyer Connolly at [sawyer@cahss.org](mailto:sawyer@cahss.org), Samantha Pedder at [samantha@cahss.org](mailto:samantha@cahss.org), or Kristen Black at [kristen@cahss.org](mailto:kristen@cahss.org).