

West Virginia DNR
Recruitment, Retention and Reactivation (R3) Strategic Plan

DRAFT

REVISED_2/5/2020

DRAFT

Introduction

Outdoor recreation is important for the health, well-being and enjoyment of West Virginia residents, and indeed, for all Americans. Participants in “traditional” forms of outdoor recreation, (hunters, shooters, anglers and boaters) also provide important sources of conservation funding through the sale of licenses as well as excise tax revenue allocated to conservation through the Sportfish and Wildlife Restoration Program. To increase participation in outdoor recreation, The West Virginia Division of Natural Resources (WVDNR) developed this Recruitment, Retention, and Reactivation (R3) strategic plan to guide future efforts.

This plan focuses significant attention on R3 efforts among “traditional” outdoor users, but it also recognizes the need and develops strategies for R3 among the broader audience as well.

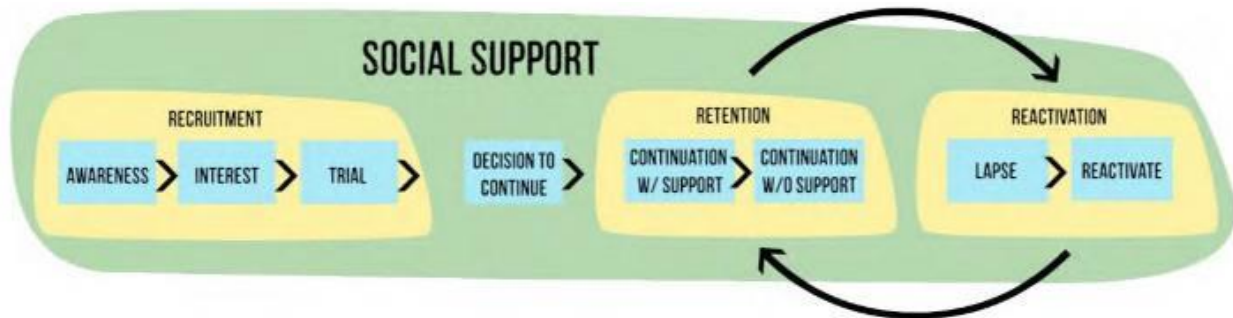
Considerable background work completed by a broad cross-section of R3 practitioners from within WVDNR was utilized to creation this plan (Appendix A). However, WVDNR recognizes it cannot accomplish its R3 goals alone. It will be critically important to engage partners and stakeholders outside the agency to fully develop and implement the plan.

Background: Outdoor Recreation Adoption Model (ORAM)

The ORAM postulates the many distinct steps a person goes through before they fully adopt a new activity (Figure 1). To achieve WVDNR’s goal of creating lifelong participants in outdoor activities, we need to ensure that we (and our partners) have programs and resources that connect these steps to facilitate a participants path through every stage of the adoption process. In many cases, partners will be much better suited to developing and delivering programs and activities to move participants along the model than we are, and we welcome the opportunity to find and grow these opportunities.

Source: Council to Advance Hunting and the Shooting Sports (<http://www.cahss.org/oram/>)

Figure 1: The Outdoor Recreation Adoption Model, showing the stages a person goes through to become a lifelong participant in an outdoor activity.



To better understand how and where WVDNR currently engages participants in the steps presented in the model, we mapped all our existing R3-related programs along the ORAM, identifying which stage(s) of the model each program addresses and moves participants through. We also identified the target audiences we envision for each program and how we measure the program’s success. This mapping exercise is represented in Table 1 of the situation analysis report in Appendix A.

Organization of the Plan

This R3 Plan is built around five pillars:

1. Hunting
2. Shooting Sports
3. Angling
4. Boating
5. Wildlife Viewing/Diversity

Within these pillars, the plan is organized by the following structure:

Goals – what are we trying to achieve with the R3 effort; e.g. its purpose.

Objectives – specific things we want to accomplish in order to achieve the goal(s).

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

Target Audiences – at whom are our efforts directed.

Evaluation/Assessment – how we know if we succeeded.

Overarching R3 Goals

WVDNR is undertaking R3 efforts in order to achieve the following overarching goals:

1. Increase participation in wildlife-associated outdoor recreation.
2. Create and maintain stakeholders for conservation.
3. Ensure the West Virginia DNR and the larger conservation community remain relevant with West Virginia citizens.

We will achieve these overarching goals by working with our partners to accomplish the objectives, strategies, and actions under each of the five pillar sections (hunting, sport shooting, angling, boating, and wildlife viewing) below.

DRAFT

Hunting

I. Goal: Increase the number of hunters.

- a. **Objective:** Increase participation of existing big game hunters.

Metric: Five-year survey data on hunters who harvested at least one animal.

Target audience: Resident and non-resident big game hunters in West Virginia who harvested at least one animal through archery or firearm hunting.

i. Actions:

1. Provide unique hunting opportunities to generate interest or renew interest in hunters who may no longer be engaged by existing methods.
2. Identify existing Wildlife Management Areas (WMA) that could offer a unique remote hunting experience and actively market these opportunities to resident and non-resident hunters that are looking for a more primitive experience.
3. Promote existing hunting opportunities through varying communication channels with a strong focus on email marketing.

- b. **Objective:** Increase hunter access to quality hunting opportunities.

Metric: Hunter and landowner surveys before and after hunting season to assess attitudes and satisfaction.

Target audience: Hunters facing access challenges and farmers facing deer damage issues in West Virginia.

i. Actions:

1. Cooperate with interested landowners and the Farm Bureau to develop and assess a program to allow public hunting access for antlerless deer and other game on private lands.
2. Research and develop a Deer Management Assistance Program (DMAP) to assist with habitat and deer management for interested landowners.

- c. **Objective:** Assess and increase the accessibility of public lands in West Virginia for limited mobility hunters.

Metric: Assess current access on WMAs for Class Q and other limited mobility hunters. Identify opportunity on WMAs for increased vehicular access.

Target audience: Current and lapsed hunters who have restricted mobility.

i. Actions:

1. Conduct a geographic information system (GIS) analysis of all state-owned and leased WMAs to determine existing infrastructure.
2. Promote availability of accessible lands.
3. Increase vehicular access on designated WMA's where legal and feasible.

II. Goal: Increase hunting license sales.

- a. **Objective:** Increase license sales among adults aged 18 to 40 by 3% over five years.
Metric: Demographic and sales information collected from the licensing system.
Target audience: Adults aged 18-40.
- i. Actions:
1. Decrease the complexity of hunting regulations and improve licensing system.
 2. Use partnerships to increase spatial coverage of R3 events to include one DNR-sponsored or staffed event each year within 50 miles of any city or town with a population exceeding 10,000 residents.
 3. Use ELS to collect participant data at DNR-sponsored events to analyze participant buying patterns.
- b. **Objective:** Increase license sales among West Virginia college and university students by 3% over five years.
Metric: Demographic and sales information collected from ELS.
Target audience: West Virginia college and university students.
- i. Actions:
1. Work with partners to develop clubs, courses, curriculum and presentations for West Virginia college and university students to increase the profile of hunting, both as a traditional activity and a means of funding wildlife conservation.
 2. Promote the opportunity for non-resident students to purchase a lifetime license as a WV resident when they are enrolled full-time in any West Virginia college or university.
- c. **Objective:** Evaluate the effectiveness of existing hunting-related R3 activities that are designed to expose youths aged 18 and under to hunting in West Virginia.
Metric: Track license buying and game check activity over time using DNR ID number.
Target audience: Youths aged 18 and under who attend an existing DNR R3 event.
- i. Actions:
1. Offer DNR ID number registration for youths at all DNR R3 events and through hunter education courses.
 2. Track activity on DNR ID numbers assigned at events and through Hunter Education to assess the relative effect of the events.
 3. Use the results of the evaluation to refine R3 focus and more effectively utilize partnerships.
 4. Assess the spatial coverage of R3 events throughout the state.
- d. **Objective:** Decrease churn rate among all hunting license holders to an annual level less than 20%.

Metric: Track license buying activity by DNR ID number.

Target audience: Current and lapsed West Virginia license holders.

i. Actions:

1. Review demographic information of hunters who churn to identify opportunity areas. This information can be used to refine communication and programmatic approaches.
2. Use e-mail blasts and other communications methods to send purchasing reminders and encourage lapsed hunters to renew their license.
3. Increase profile of quality public land hunting opportunities and experiences among existing licensed hunters.
4. Incorporate an auto-renewal option for all license buyers to simplify the purchasing process.
5. Develop and implement a survey to analyze the cause of churn among license buyers.

e. **Objective:** Increase non-resident hunting license sales by 3% over five years.

Metric: Track non-resident license sales through the licensing system.

Target audience: Residents of PA, OH, MD, VA, and KY.

i. Actions:

1. Develop regional marketing materials for various media outlets that highlight West Virginia's abundant hunting opportunities, accessible public lands, and reasonably priced non-resident hunting licenses.
2. Increase access of hunting opportunities to non-residents through ongoing land acquisitions that are within one hour of bordering states.

f. **Objective:** Increase the number of hunter education graduates by 5% over five years.

Metric: Total number of hunter education graduates.

Target audience: Primarily targeting West Virginia Youth in the 8th – 12th grade.

Secondary target: Women, college-aged adults

i. Actions:

1. Improve promotion of hunter education courses to ensure residents know it can be taken through public schools, online, or in person.
2. Encourage attendance by an adult or friend to reach more people and increase social support for individuals who are interested in becoming hunters.
3. Assess and test the effectiveness of in-person vs. online hunter education courses to determine the preferred delivery mechanism.
4. Increase availability of in-person courses if assessment shows they are most effective.

g. **Objective:** Make hunter education available to at least 50% of public school students statewide.

Metric: Track the total number of middle and high school students taking hunter education versus the total number of students in the state.

Target audience: Statewide board of education and 55 West Virginia county school systems.

i. Actions:

1. Continue to work with county school systems to maintain and expand the Hunter Education program to ensure it is reaching as many students as possible to create initial interest in hunting.
2. Assign all hunter education graduates a DNR ID number.
3. Monitor multi-year hunting participation and license buying through DNR ID number.

III. **Goal: Increase diversity of hunting participants and hunting license buyers.**

- a. **Objective:** Increase recruitment of underrepresented racial and ethnic groups into the hunting community by 5% over five years.

Metric: Track the total number of underrepresented segments of hunting license buyers and compare to previous years.

Target audience: Underrepresented racial and ethnic groups.

i. Actions:

1. Assess demographic information to identify opportunity areas for recruitment of underrepresented racial and ethnic groups into the hunting community.
2. After identifying areas of opportunity, assess the feasibility of using hunter education and mentored hunting programs to increase DNR outreach to underrepresented racial and ethnic groups.
3. Recruit hunter education instructors from underrepresented populations to better represent their local community.
4. Incorporate a voluntary race and ethnicity reporting section on the hunter education participant survey.

- b. **Objective:** Increase hunting license purchases by women by 10% over five years.

Metric: Demographic license sales information from the electronic licensing system (ELS).

Target audience: West Virginia women of license purchasing age.

i. Actions:

1. Survey women hunters to assess barriers in terms of participation in hunting to better identify areas of opportunity.
2. Increase the availability of DNR hunting programs that are targeted toward women.
3. Increase partnership activities designed to recruit women into hunting.

4. Develop and deliver hunting-focused programming in West Virginia colleges and universities to capture the interest of multiple demographics and opportunity groups simultaneously.
 5. Increase communications with women who have attended hunter education courses to provide them with additional social support.
- c. **Objective:** Increase base hunting license sales to conservation-focused recreational groups by 15% over five years.
Metric: Base licenses sold that do not check any big game, furbearer, or other checkable species.
Target audience: Non-hunters, especially wildlife viewers and sport shooters.
- i. Actions:
 1. Partner with State Parks to offer discounts on park stays or special activities upon the presentation of a valid base hunting license.
 2. Create and implement messaging to communicate how hunting licenses actively fund wildlife conservation activities and other projects that are beneficial to all members of the public.
 3. Explore other opportunities for non-traditional users to support hunting license sales and DNR programs.

Shooting Sports (firearm and archery)

- I. **Goal: Increase the number of shooting sports participants.**
 - a. **Objective:** Identify the number of active participants in shooting sports to develop a base participation rate.
Metric: Number of participants in organized shooting events or using public shooting ranges.
Target audience: Resident and non-resident shooting sports participants.
 - i. Actions:
 1. Develop and implement a survey to partner organizations to help track shooting sports participation rates.
 2. Identify a methodology for collecting and compiling partner data on shooting sports user participation in West Virginia.
 3. Develop and implement a statewide survey to assess current participation levels in the shooting sports.
 - b. **Objective:** Identify barriers to shooting sports participants.
Metric: Statewide survey results.
Target audience: Resident non-participants in the shooting sports.
 - i. Actions:
 1. Develop and implement a statewide survey to assess participant barriers to the shooting sports.

2. Within the first year, create a monitoring plan to track changes in participation among shooting sports activities.
 3. Use survey results and focus groups to define barriers.
 4. Contact shooting facilities to determine usage and facility use requirements.
- c. **Objective:** Increase the number of active shooting sports participants by 5% within five years.
Metric: Number of shooting sports participants in West Virginia.
Target audience: Current participants and non-participants who are interested in shooting sports or hunting.
- i. Actions:
 1. Based on the statewide survey results, develop a plan to overcome participant barriers.
 2. Develop a plan to create or update state-managed shooting facilities.
 3. Explore partnership opportunities with existing shooting ranges.
 4. Develop and implement a marketing strategy to focus on range access and usage.
 5. Continue to monitor and engage in national R3 shooting sports efforts.

II. Goal: Increase public acceptance of the shooting sports.

- a. **Objective:** Identify the level of acceptance of various shooting sports activities among key demographic groups.
Metric: Statewide surveys and focus groups conducted with guidance from partner organizations.
Target audience: Adult West Virginia residents.
- i. Actions:
 1. Use state census data and partnerships with external organizations to conduct surveys to determine baseline demographic information.
 2. Contract or hire a human dimensions specialist to assist with surveys and focus groups.
 3. Use focus groups to determine participant attitudes toward the shooting sports.
- b. **Objective:** Monitor changes in the acceptance of shooting sports activities annually.
Metric: Statewide surveys and focus groups conducted with guidance from partner organizations.
Target audience: Adult West Virginia residents.
- i. Actions:
 1. Seek expertise in sociological analytics and human dimensions to assist with survey implementation and focus groups annually.

2. Use focus groups to monitor changes in participant knowledge and attitudes of the shooting sports.
- c. **Objective:** Increase the level of acceptance of the shooting sports within selected demographic groups by 5% in five years.
Metric: Statewide surveys and focus groups conducted with guidance from partner organizations.
Target audience: Those demographic groups that had a low level of acceptance or were undecided on their opinions of the shooting sports.
 - i. Actions:
 1. Conduct focus group research to understand the messages, media and spokespeople most effective at increasing public acceptance within the selected demographic groups.
 2. Create and implement a marketing campaign to present information to the public to address the most common apprehensions and misunderstandings concerning the shooting sports.

III. **Goal: Increase participant diversity in the shooting sports.**

- a. **Objective:** Identify participant diversity in the shooting sports within one year.
Metric: Survey of participants in organized shooting events.
Target audience: West Virginia residents who are active participants in the shooting sports.
 - i. Actions:
 1. Develop and implement a survey, with the assistance of partner organizations, to measure participation in the shooting sports and to determine baseline demographic information.
 2. Utilize information gathered from measuring acceptance and participation rates to better understand participant diversity.
 3. Explore opportunities to collaborate with existing participant groups or West Virginia shooting ranges to receive demographic data on their user base.
- b. **Objective:** Create a monitoring process to track changes in participant diversity in the shooting sports.
Metric: Survey of participants in organized shooting events.
Target audience: Active and potential participants in the shooting sports.
 - i. Actions:
 1. Develop and implement a survey, with the assistance of partner organizations, to measure participation in the shooting sports and to monitor baseline demographic information every three to five years.

2. Utilize information gathered from measuring acceptance and participation rates to better understand participant diversity.
- c. **Objective:** Increase the diversity of participants in the shooting sports by 5% over five years.
Metric: Survey of participants in organized shooting events.
Target audience: Active and potential participants in the shooting sports.
- i. Actions:
 1. Conduct social science research to understand the messages, media and spokespeople most effective at increasing public acceptance within the selected demographic groups.
 2. Work with the West Virginia Division of Tourism to publicize public and private shooting ranges, especially to underrepresented audiences.
 3. Create and implement a marketing campaign to present information to diverse groups in support of the shooting sports.

Angling

- I. **Goal: Increase number of angler participants.**
 - a. **Objective:** Increase the participation at angling events by 5% over five years.
Metric: Participation rates and license buying trends of participants in agency-sponsored and partner events.
Target audience: Current, lapsed, and potential anglers.
 - i. Actions:
 1. Hold at least one fishing derby per year in each DNR district.
 2. Evaluate the effectiveness of fishing derbies by monitoring the number of new and returning participants through use or creation of a DNR ID number.
 3. Diversify fishing derbies with different types of fish species available to participants.
 4. Develop, implement, and monitor fishing programs with select partners including West Virginia State Parks and the Army Corps of Engineers.
 5. Measure the effectiveness of partner fishing events by evaluating license buying patterns of participants.
 6. Increase the number of educational fishing programs in schools.
 7. Develop multiple opportunities for program participants to encourage follow-up activities and experiences.

8. Develop a comprehensive marketing plan to promote fishing derby events and detail follow-up communication with participants.

b. **Objective:** Improve and add public fishing sites as guided by the agency capital improvement plan.

Metric: Number of public fishing sites developed and improved.

Target audience: Current and lapsed West Virginia anglers.

i. Actions:

1. Develop and promote bank fishing opportunities at three West Virginia State Parks within five years.
2. Develop and promote one unique fishing opportunity in each district annually.

II. **Goal: Increase fishing license sales.**

a. **Objective:** Increase license sales among adults aged 18 to 40 by 5% over five years.

Metric: Demographic and sales information collected from the licensing system.

Target audience: Adults aged 18-40.

i. Actions:

1. Use partnerships to increase spatial coverage of R3 events to include one DNR-sponsored or staffed event each year within 50 miles of any city or town with a population exceeding 10,000 residents.
2. Use ELS to collect participant data at DNR-sponsored events to analyze participant buying patterns.
3. Create and implement a targeted marketing campaign to promote fishing opportunities throughout West Virginia.
4. Utilize partner events to recruit new and lapsed anglers.
5. Decrease the complexity of fishing regulations and improve licensing system.

b. **Objective:** Increase license sales among West Virginia college and university students by 5% over five years.

Metric: Demographic and sales information collected from licensing system.

Target audience: West Virginia college and university students.

i. Actions:

1. Work with partners to develop clubs, courses, curriculum and presentations for West Virginia college and university students to increase the profile of fishing, both as a traditional activity and a means of funding wildlife conservation.

2. Promote the opportunity for non-resident students to purchase a lifetime license as a WV resident when they are enrolled full-time in any West Virginia college or university.
- c. **Objective:** Evaluate the effectiveness of existing fishing-related R3 activities that are designed to expose youths aged 18 and under to fishing in West Virginia.
Metric: Track license buying activity over time using DNR ID number.
Target audience: Youths aged 18 and under who attend an existing DNR R3 event.
- i. Actions:
 1. Offer DNR ID number registration for youths at all DNR R3 events.
 2. Track activity on DNR ID numbers assigned at events to assess the relative effect of the events.
 3. Use the results of the evaluation to refine R3 focus and more effectively utilize partnerships.
 4. Assess the spatial coverage of R3 events throughout the state.
- d. **Objective:** Decrease churn rate among all fishing license holders to 20% within 5 years.
Metric: Track license buying activity by DNR ID number.
Target audience: Current and lapsed West Virginia license holders.
- i. Actions:
 1. Review demographic information of anglers who churn to identify opportunity areas. This information can be used to refine communications approaches.
 2. Use e-mail blasts and other communications methods to send purchasing reminders and encourage lapsed anglers to renew their license.
 3. Use e-mail blasts and other communications methods to send purchasing reminders to current anglers to renew their license.
 4. Increase profile of quality fishing opportunities and experiences among existing licensed anglers.
 5. Incorporate an auto-renewal option for all license buyers to simplify the purchasing process.
 6. Utilize marketing materials used in the Recreational Boating and Fishing Foundation (RBFF) 60 in 60 program.
- e. **Objective:** Increase non-resident fishing license sales by 5% over five years.
Metric: Track non-resident license sales through the licensing system.
Target audience: Residents of PA, OH, MD, VA, and KY.
- i. Actions:
 1. Develop regional marketing materials for various media outlets that highlight West Virginia's abundant fishing opportunities, accessible waters, and reasonably priced non-resident angling licenses.

III. **Goal: Increase diversity of angling participants.**

a. **Objective:** Increase diversity among angling participants by 5% over five years.

Metric: Utilize license database demographic information to determine status and trends of diverse angler groups.

Target audience: Underrepresented new and lapsed anglers.

i. **Actions:**

1. Implement ELS registration in Becoming an Outdoors Woman (BOW) program.
2. Ensure community representation is used in promotional and educational materials.
3. Develop family friendly angling events that encourage parents or guardians to bring their children.
4. Develop and implement an urban fishing program.
5. Assess demographic information to identify opportunity areas for the recruitment of underrepresented racial and ethnic groups into the angling community.

Boating

I. **Goal: Increase number of boaters.**

a. **Objective:** Increase boating participation by 5% over five years.

Metric: Measure and increase the number of participants within boating activities developed; measure marketing results including an increase in the number of posts and participation in online boating message boards.

Target audience: Resident boater user groups.

i. **Actions:**

1. Improve hunting and fishing maps through GIS to ensure sure they are regularly updated and promoted.
2. Update DNR webpage with specific boating access site information.
3. Utilize partnerships with boating user groups and the Recreational Boating and Fishing Foundation (RBFF) to promote boating activities.
4. Utilize the RBFF 60 in 60 program materials.
5. Create and utilize an online boating message board that lists events from user groups that link to their own pages to share information and discuss upcoming events.

b. **Objective:** Assess barriers to boating participation within one year.

Metric: Survey of all West Virginia registered boat owners.

Target audience: Boater education students, lapsed boater registration holders, registered boat owners, kayak and watershed group participants, and licensed hunters and anglers.

i. Actions:

1. Develop and implement a survey of licensed hunters and anglers, registered boat owners, and boater education participants to establish a baseline of barriers and trends.
2. Develop strategies, including facility improvements and ADA compliance upgrades, to mitigate barriers where possible.
3. Conduct a follow-up survey of boater education students one year after graduation to assess continued participation.

- c. **Objective:** Increase opportunities for in-person boater education classes by 5% over five years.

Metric: Number of students completing and boating education class annually.

Target audience: West Virginia middle and high school students, new boaters, lapsed boating participants, current hunting and fishing license holders.

i. Actions:

1. Secure agency support for boating education implementation.
2. Partner with West Virginia school districts to implement boating education programs in middle and high school curriculums.
3. Obtain list of all online boater education participant contact information.
4. Require new online boater education students to attend a practical exam upon course completion to provide a face-to-face interaction and obtain contact information.
5. Use ELS to provide boater safety and registration information to license holders.

II. Goal: Increase active boat registrations renewals.

- a. **Objective:** Reduce churn rate on boat registrations by 5% over five years.

Metric: DMV motorized vessel registration numbers.

Target audience: All resident boat registration holders and motorized boat owners.

i. Actions:

1. Request data from the West Virginia Division of Motor Vehicles (DMV) on lapsed boat registrations.
2. Send reminders prior to and after registration lapse through RBFF.
3. Advertise registration reminders to selected markets right before boating season.
4. Utilize the RBFF boat registration marketing program.

III. Goal: Increase number and usage of state public access sites.

- a. **Objective:** Add at least 15 public access sites within five years, as guided by the agency capital improvements plan.

Metric: Number of access sites developed and improved.

Target Audience: Current, lapsed, and potential watercraft users.

i. Actions:

1. Utilize need determined in CIP to prioritize construction or improvements of public fishing and boating sites.
2. Join with partners to operate and maintain public access sites.
3. Develop internal standard operating procedures to prioritize the creation and renovation of public fishing and boating access sites.
4. Partner with West Virginia Recreational Trail Authority Board, West Virginia Dept. of Transportation and local watershed groups to develop and publicize water trails within the state.

- b. **Objective:** Increase use of existing public access sites by 10% over five years.

Metric: Usage of state waterways during boating season.

Target audience: Existing and new watercraft users.

i. Actions:

1. Develop and implement a statewide boating access site survey to establish a baseline of use from May to September.
2. Utilize current database through DMV and ELS for opt-in usage survey.
3. Increase law enforcement presence at public boating and fishing sites through DNR Natural Resources Police and local law enforcement agency partnerships.
4. Increase and improve DNR and DOH signage at access sites.
5. Develop and implement a marketing campaign to encourage boating in West Virginia, including state parks.

- c. **Objective:** Formalize a State Parks boating program.

Metric: Participation in the boating and fishing activities at State Parks.

Target audience: Visitors at State Parks and watercraft owners who live within one hour of a West Virginia State Park.

i. Actions:

1. Develop and market an introductory boating experience at pre-selected State Parks.
2. Evaluate vessel rental program at State Parks to determine what equipment is needed.
3. Evaluate boating opportunities at State Parks for potential development or upgrades.

4. Organize and advertise boater education classes at State Parks.
5. Utilize DNR user databases to cross-market boating and fishing events.

Wildlife Viewing

I. **Goal: Increase participation in wildlife viewing.**

- a. **Objective:** Evaluate existing marketing, education, and outreach programs to determine their effectiveness within one year.

Metric: Survey on current public perceptions of wildlife viewing.

Target audience: Existing wildlife viewers and recreational users.

i. **Actions:**

1. Work with the Department of Commerce Communications Section to evaluate effectiveness of current marketing efforts.
2. Evaluate DNR role in current partner youth education programs and identify future collaboration opportunities and capacity needs.
3. Evaluate the effectiveness of current DNR events and identify opportunities for improvement.

- b. **Objective:** Increase public participation in wildlife viewing and outdoor recreation by 5% over five years.

Metric: Surveys within specific West Virginia user groups on measures that would increase participation.

Target audience: West Virginia residents with an interest in wildlife viewing.

i. **Actions:**

1. Promote West Virginia outdoor opportunities to wildlife viewers.
2. Simplify and promote the web-based citizen science program.
3. Promote wildlife viewing opportunities to hunters and anglers through the licensing system.
4. Create and implement a marketing campaign to present information on wildlife viewing and outdoor recreation opportunities.

- c. **Objective:** Increase wildlife viewing opportunities at DNR facilities by 5% over five years.

Metric: DNR facility visitation and admission logs; survey on current public participation and perceptions of wildlife viewing.

Target audience: Existing wildlife viewers.

i. **Actions:**

1. Develop at least one watchable wildlife program per district per year.

- 2. Construct and operate the Claudia L. Workman Wildlife Center at the Forks of Coal.
- 3. Develop and implement a marketing campaign promoting the West Virginia Wildlife Center.

II. Goal: Increase understanding and support of wildlife conservation in West Virginia.

- a. **Objective:** Create 10 education and outreach efforts to promote what the DNR does for wildlife conservation within five years.

Metric: Creation of education and outreach programs and exit surveys of participants.

Target audience: Existing wildlife viewers within the 18-40 year old demographic.

- i. **Actions:**

- 1. Develop messaging to promote the role of hunters and anglers in wildlife conservation.
- 2. Create promotional materials regarding past and present conservation success stories and detailing how West Virginia is managing species of greatest conservation needs.
- 3. Utilize partnerships to highlight successful conservation efforts.

- b. **Objective:** Develop 12 wildlife viewing projects with partner organizations within five years.

Metric: Number of projects established.

Target audience: Wildlife organizations and current agency partners.

- i. **Actions:**

- 1. Assess potential projects and partnerships.
- 2. Prioritize two projects for each DNR district.
- 3. Secure partner commitment.
- 4. Collaborate with partners to develop and promote projects.

Appendix A. West Virginia R3 Strategic Planning Situation Analysis and Workshop Summary

Printed under separate cover. Published December 21, 2018. 86 pages.

Table of Contents

Introduction	3
Workshop 1	3
Workshop 2	5

Workshop 2 Process 6

Where to from Here? 17

Appendix A: 2017 Hunter and Angler Numbers 18

Appendix B: 2016-2017 Agent vs Online License Sales 19

Appendix C: Workshop 1 Agenda 20

Appendix D: Workshop 1 Participants and Breakout Groups 21

Appendix E: Workshop 2 Participants 22

Appendix F: Workshop 2 Agenda 23

Appendix G: Workshop 2 PowerPoint 24

Appendix H: WVDNR R3 Activities by Program..... 65

Appendix I: R3 Participant Worksheets..... 66

Appendix J: TurningPoint Results, by Table 76

Appendix K: Draft R3 Plan Template 80

Appendix L: Daily Evaluations 85

DRAFT