



R3

California Hunting and Fishing

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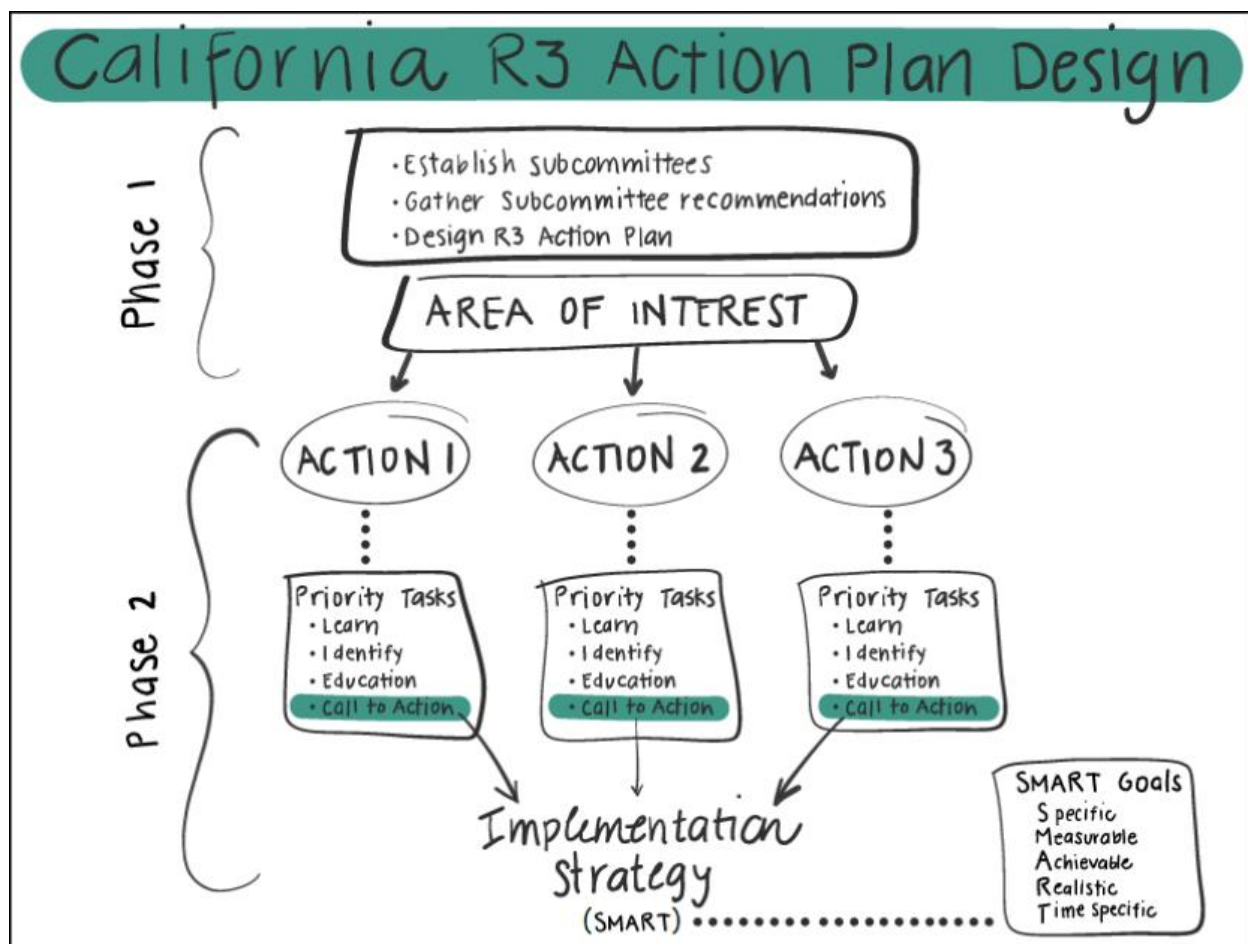
Introduction

The Recruitment, Retention and Reactivation (R3) of hunters and anglers is a nationwide movement focused on reversing the decline in hunting, fishing and shooting sports participation. For more information on the background of the R3 movement, please see the [California Department of Fish and Wildlife \(CDFW\) Statewide R3 Plan](#) published in January 2019.

The R3 movement is a stakeholder process driven by government agencies (including CDFW staff and volunteers), non-governmental organizations, clubs, media, industry, educators and members of the public. Throughout the spring and summer of 2019, these stakeholders met in semi-formal subcommittees to discuss different components of R3. The recommendations that came out of this stakeholder process were submitted to the R3 Coordinator at the end of July 2019 and inform the content of this implementation strategy document.

This statewide R3 implementation strategy is intended to be carried out by the stakeholder groups that have been involved in the California R3 effort and any entity that has a stake in the continuation of hunting, fishing and the shooting sports. For more information or to get involved, contact R3statewideprogram@wildlife.ca.gov.

Methodology



Eight stakeholder groups (subcommittees) were asked to work together to address various topics affecting hunter and angler participation rates. The eight topics, identified in the first stage of the R3 process, include (1) adult onset, (2) reactivation, (3) youth and families, (4) marketing and public perception, (5) license structure, (6) access and opportunity, (7) mentorship, and (8) funding and grants. The subcommittees were made up of individuals with multiple points of reference and experiences in order to foster community development and growth. Following the outline in the [R3 Plan](#), each subcommittee worked through the action plan design to methodically address each topic.

Due to the organic group-approach of the subcommittee process, each subcommittee presented their recommendations in a different format. Some of the recommendations overlapped, others were similar, but differed in the deadlines and proposed implementation methods and others were inconsistent with the scope of R3. Therefore, the recommendations in this document have

been condensed and strategically structured under four broad categories: (1) marketing and outreach, (2) programs and education, (3) modernization and technology and (4) evaluation and metrics.

Principal recommendations appear under each of category with SMART (Specific, Measurable, Achievable, Realistic/Relevant, and Time Specific) goals to help facilitate implementation steps and achieve successful outcomes. In order to implement the SMART goals and successfully achieve the recommendations, it is imperative that multiple stakeholder groups be involved in and supportive of the California R3 process indefinitely. Specifically, while one or a few stakeholder groups may lead the way on a recommendation, all participants should be involved in the process, by,

(1) learning from the leading stakeholder group(s) and, where appropriate, implementing their own well-crafted version of the recommendation, as is relevant to their mission and members/customers/participants,

(2) collaborating with all stakeholder groups through both formal and informal information-sharing of lessons learned, successful approaches, and outcomes and metrics in the form of workshops, meetings, and/or online R3 and email networking,

(3) contributing to an environment that supports the positive reputation, culture, and social acceptance of the fishing, hunting and shooting sports community by (1) publicly supporting and sharing the work of other stakeholder groups, (2) helping participants and potential participants make relevant connections to other stakeholder groups based on their outdoor interests, and (3) visibly encouraging and offering resources to the consumptive-use community on how to present themselves and deal with difficult situations appropriately when on social media and in the public's view.

The CDFW R3 webpage will host resources to help stakeholders, including CDFW staff, participate in the California R3 process in these ways.

For more information on the background and reasoning of each recommendation, please email: R3statewideprogram@wildlife.ca.gov.

Recommendations and Implementation

This section contains California Statewide R3 recommendations for 2020 and beyond. The recommendations outlined here are a synthesis of the recommendations from the stakeholder subcommittee process. They are not all-inclusive. They are intended to address some of the more significant issues causing the decline in hunting, fishing and shooting sports participation. The decline in participation has occurred over a 50-year period and as such, the R3 effort will take a multi-phased approach and substantial effort from many stakeholder groups. The recommendations and implementation strategies outlined in this document are only the beginning of what is likely necessary to reverse the declining participation and social acceptability trends of these activities over a significant time period.

The California R3 effort includes experimenting with new, well-informed investigative approaches to problems that have never been successfully addressed. The implementation strategies outlined here should be used as a guide. If evaluations deem it necessary, there is room for integrating new approaches.

This section is divided up by SMART goals that CDFW will strive to complete as a whole department and SMART goals for other non-CDFW stakeholder groups to focus on. These goals are intended to work in tandem to complement and support each other's efforts around California.

Marketing and Outreach

Recommendations

The recommendations for the marketing and outreach category are as follows:

- Improve marketing and outreach activities that support hunting, fishing, the shooting sports and foraging.
- Create new electronic resources for hunting, fishing, shooting sports and, foraging and evaluate, update and digitize any existing print and electronic resources to be more effective, relevant, inclusive, appealing, and user-friendly.
- Increase the visibility of conservation, wildlife and fisheries management projects while connecting project funding directly to hunting and fishing dollars.

Implementation Strategies

The implementation strategies for the marketing and outreach category recommendations are as follows:

1) Improve marketing and outreach activities that support hunting, fishing, the shooting sports and foraging.

SMART Goals for CDFW:

- Create a pilot marketing campaign with a focus on wild food to reach non-traditional hunting and fishing audiences by January 1, 2020. Implement this campaign in at least two new venues per year that attract food motivated, non-traditional hunting and fishing audiences for the first two years starting in 2020. If successful, expand this marketing campaign to two events per region per year.
- Support, validate and recognize foraging as a worthwhile, healthy and important conservation activity that can serve either as a complement, or as a gateway activity, to hunting and fishing by promoting foraging through all CDFW media channels and incorporating it into outreach efforts starting in January 2020.
- Create, maintain and promote a comprehensive R3 webpage and link it to the CDFW homepage no later than December 1, 2019. This R3 webpage will include resources and events from CDFW and other stakeholders for hunting, fishing, foraging, the shooting sports and wild food.
- Create, maintain and promote a webpage linked to the R3 webpage that acts as the statewide centralized location for an R3 stakeholder resource library by July 1, 2020. Continuously add content and resources for stakeholders as it becomes needed and available.
- Create, support and promote marketing and outreach materials that more fully embrace the shooting sports—archery, target shooting, rifle, shotgun and pistol ranges, youth shooting leagues and activities—as worthwhile, important and valuable activities linked to hunting and hunter recruitment, retention and reactivation starting in July 2020.
- Design and implement an interactive statewide map that illustrates locations where shooting sports may occur (“where can I shoot?” map) by December 31, 2020.
- Generate and implement an appealing and contemporary marketing and outreach plan to expand the reach and visibility of resources and programs available for hunting, fishing and the shooting sports to non-traditional, but potential, participants by August 1, 2020.
- Create a contemporary and inclusive marketing and outreach signage package, available to all regions, that promote the various CDFW hunting and fishing programs for use at sports expos, county fairs, fishing events and other outreach events by January 2021.
- Develop and advertise a statewide R3 Do-It-Yourself (DIY) YouTube channel where CDFW staff and volunteers, stakeholders and other DIY and social media influencers contribute to or are featured in content as it

relates to hunting, fishing, the shooting sports, foraging and wild food by Fall 2020. The channel will be managed by R3 and featured on the CDFW R3 webpage.

- Promote the new stakeholder-moderated, closed Facebook group for adult onset hunting and fishing titled, “Adults New to Hunting and Fishing in California,” by posting the link on the R3 webpage, other CDFW media and request CDFW staff and hunter education instructors to share the Facebook group with their event participants starting in August 2020.
- Explore the feasibility of hiring a full-time social media coordinator to (1) develop a plan to enhance the social connectivity between hunting and fishing program participants by July 1, 2020, (2) continuously create new and innovative marketing and outreach content that will be featured weekly on CDFW social media channels to promote hunting, fishing, the shooting sports and foraging starting in July 2020, and (3) oversee the R3 YouTube channel and R3 webpage analytics and Search Engine Optimization.
- Brand a “meet the department” marketing and outreach campaign to appear in all CDFW media that highlights staff working on projects funded by hunter and angler dollars as well as staff who participate in hunting, fishing, the shooting sports and/or foraging starting in July 2020.

SMART Goals for Other Stakeholder Groups:

- Provide the electronic resources available to the public through your organization or agency to the statewide R3 coordinator for consideration to be used on the statewide R3 webpage and/or in other R3 materials no later than July 1, 2020. Provide new resources as soon as they become available.
- Create and co-moderate, with multiple hunting, fishing and shooting sports NGOs, a politically neutral, inclusive and beginner-oriented closed adult onset Facebook group that will have an application process to join by May 30, 2020.
- Develop materials to promote the adult onset Facebook group in a format that can be printed, emailed or otherwise disseminated at various R3 events throughout California and email a digital copy to the statewide R3 coordinator to distribute through the statewide R3 stakeholder list by July 31, 2020.

2) Create new hunting, fishing, shooting sports and foraging electronic resources and evaluate, update and digitize any existing print and electronic resources to be more effective, relevant, inclusive, appealing, and user-friendly.

SMART Goals for CDFW:

- Create and promote at least one new electronic resource (i.e. toolkit, brochure, best practices, guidelines, worksheet, etc.) for stakeholders per quarter to be made available on the R3 stakeholder webpage starting in July 2020.
- Create and promote one new electronic resource (i.e. DIY, YouTube video or channel, infographic, event, brochure, etc.) for the public focused on hunting, fishing, shooting sports and foraging each quarter starting in July 2020.
- Evaluate all existing print and electronic CDFW hunting and fishing resources for effectiveness, relevancy, inclusivity, appeal and ease-of-use by December 31, 2020.
- Based on the evaluation and to comply with the Bilingual Services Act, update and digitize (if relevant) all existing print and electronic hunting and fishing resources to be accessible to limited English-proficient speakers and to be more effective, relevant, inclusive, appealing, ADA compliant and user-friendly by December 31, 2021 and host the resources via the document library on the appropriate CDFW webpage for the public to access.

SMART Goals for Other Stakeholder Groups:

- Evaluate all existing print and electronic hunting and fishing resources for effectiveness, relevancy, inclusivity (including multi-lingual), appeal and ease-of-use by December 31, 2020.
 - If there is not a volunteer or staff person proficient in conducting an evaluation, have at least two representatives attend a “Train the Trainer” seminar/webinar on how to evaluate marketing activities and communications products. See the Programs and Education section of this implementation plan for more information.
- Based on the evaluation, update and digitize (if relevant) all existing print and electronic hunting and fishing resources to be more effective, relevant, inclusive, appealing and user-friendly and host the resource online for the public to access by December 31, 2021. Send the updated URL to the statewide R3 coordinator to create or replace the link to the resource on the statewide R3 webpage.

3) Increase the visibility of conservation, wildlife and fisheries management projects while connecting project funding directly to hunting and fishing dollars.

SMART Goals for CDFW:

- Create and promote a webpage prominently linked to the R3 and main CDFW webpages that displays conservation, wildlife and fisheries management projects funded by hunting and fishing dollars by October 31, 2020. Continuously add to this list of projects by developing a project submission form for CDFW staff to submit SFRA and PR funded projects to the R3 Team.
- Create a monthly CDFW blog and social media post featuring a hunter/angler funded conservation project and directs readers to the R3 conservation project webpage for additional success stories starting in May 2020.
- Feature at least three articles per year in Outdoor California that positively promote the connection between hunter/angler funding and conservation projects and directs readers to the R3 conservation project webpage for more information starting in August 2020.
- Create four short YouTube videos per year for the CDFW YouTube channel that publicize the contributions that hunting and fishing make to wildlife conservation, habitat restoration, and public lands starting in September 2020.
- Create advertisement banners to use on the main CDFW website and for other organizations to host on their websites directing the public to the conservation project webpage, by July 1, 2020.
- Develop at least five additional advertisement and outreach opportunities, with an implementation timeline, to promote and expand the visibility of how hunter and angler dollars support conservation and wildlife management funding by July 1, 2020.
- Determine which outreach efforts were most successful at educating the general public about the contributions that hunters and anglers make to conservation and wildlife management and make them a permanent part of outreach efforts by July 1, 2021.
- Work with media outlets in major metropolitan areas to feature at least one story per quarter on conservation and wildlife management projects showcasing the contributions of hunting and fishing dollars starting in January 2021.

SMART Goals for NGOs/Clubs:

- Link the CDFW conservation project webpage to your organizational webpage to promote how hunting and fishing dollars have contributed to conservation and wildlife management by August 1, 2020.
- Create a webpage on your organization's website dedicated to the conservation activities that your organization is involved with and include the number of volunteer hours, source of funding from hunters and anglers (if applicable), and other resources that hunters and anglers have

contributed to each project no later than July 1, 2020. Send the URL to the Statewide R3 Coordinator to feature it on the statewide R3 conservation webpage.

- Share the YouTube videos, blog posts, social media posts and other electronic media that CDFW produces to promote conservation and wildlife management projects funded by hunting and fishing dollars on your organizations social media channels within 10 days of CDFW publishing it.
- Establish relationships with media outlets and work with them to feature at least one positive story per quarter, per NGO/club, on conservation and wildlife management projects showcasing the contributions of hunters and anglers either through your organization or agency or in general, starting in January 2021.

Programs and Education

Recommendations

The recommendations for the programs and education category are as follows:

- Develop an ongoing “Train the Trainer” series for R3 stakeholders to successfully carry out this implementation strategy and to become better prepared to address R3 challenges.
- Develop and promote an ongoing R3 best practices suite to serve as a guide to improve hunting, fishing and shooting sports programs and efforts across California.
- Expand and enhance educational, outreach and access programs to the public.

Implementation Strategies

The implementation strategies for the programs and education category recommendations are as follows:

1) Develop an ongoing “Train the Trainer” series for R3 stakeholders to successfully carry out this implementation strategy and to become better prepared to address R3 challenges.

SMART Goals for CDFW:

- Host “Train the Trainer” events and/or webinars that bring in different speakers to teach various R3 topics starting in summer 2020. Topics should include, at the minimum, skill sets required to carry out the implementation strategy and ongoing topics in R3.
- Create a digital library of the recordings from the Train the Trainer events and/or webinars that can be accessed by R3 stakeholder groups, as needed by Summer 2020. Add digital recordings of all Train the Trainer events and/or webinars within 10 days of the event conclusion.
- Conduct a short survey at the beginning and end of each Train the Trainer event to establish metrics and to increase the success of deliverables starting with the first Train the Trainer event and/or webinar.
- Research options to expand the R3 stakeholder training and outreach efforts and events offered around the state by September 2020.

SMART Goals for Other Stakeholder Groups:

- Attend or view online, at least two Train the Trainer events each year, more if you do not have staff or volunteers proficient in the topics needed to carry out this implementation strategy and/or other program goals and objectives starting in summer 2020.

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- Volunteer to speak at a Train the Trainer event if you are well-versed in a particular topic necessary for successful R3 work.
 - Actively engage in the Train the Trainer process by participating in surveys, events/webinars, promoting them to colleagues, and sharing the digital library with new hires or volunteers.
 - Include clubs, NGO's and other stakeholder or potential stakeholder groups not yet engaged in R3 to Train the Trainer events starting in Summer 2020.

2) Develop and promote an ongoing R3 best practices suite to serve as a guide to improve hunting, fishing and shooting sports programs and efforts across California.

SMART Goals for CDFW:

- Generate a quarterly series of tips and tricks for various aspects of R3 programming, starting in Fall 2020 and make them available on the R3 stakeholder webpage and other CDFW stakeholder communications.
- Start producing R3 best practice guides for a variety of R3 topics by December 31, 2020. These guides should be housed on the R3 stakeholder webpage and promoted through other CDFW stakeholder communications.

SMART Goals for NGOs/Clubs:

- Actively seek out, utilize and implement relevant R3 strategies and best practices to improve club, chapter and organizational curricula, as well as delivery, marketing and outreach methods across your coverage area in California starting in 2021.
- Participate in any input, review and trial/pilot processes requested by the CDFW R3 Team to create and refine R3 best practices guides.

3) Expand and enhance educational, outreach and access programs to the public.

SMART Goals for CDFW:

- Have program coordinators conduct program evaluations of all hunting and fishing programs no later than January 2022, to help enhance and improve the effectiveness, success, and relevancy of each program. Final program evaluations should be provided to the R3 Coordinator. See the Evaluations and Metrics section for more information on the evaluation campaign and to learn how to conduct an evaluation.
- Develop a public target range grant program utilizing existing and new funding resources to modernize, enhance, develop and improve safety at target ranges, including those on CDFW properties by December 2021.

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- Encourage joint effort with NGOs and partner agencies to foster cross-promotion and utilization of CDFW programs and enhance stakeholder efforts starting in January 2020.

Hunter Education

- Seek to create, secure funding for, and hire or pull from current law enforcement staffing, a lieutenant specialist to coordinate advanced hunter education activities in Southern California by July 1, 2021.
- Increase the amount of new volunteer hunter education instructors by 5% by December 31, 2020.
- Expand the variety of topics offered in the Advanced Hunter Education Program by two “new” topics by December 31, 2021. Potential topics include those that are not necessarily “advanced” that could appeal to participants of all levels of interest.
- Expand the frequency and geographical reach of advanced hunter education by offering at least two classes in areas that have not had a class in the past three years, starting in 2021 and then add at least one class in an area that has not had a class in the past three years until the variety of topics offered and geographical demands are met. This SMART goal can also be achieved by implementing an electronic participation method (i.e. webinar) accessible statewide, especially for class topics with waiting lists.
- Increase department issued hunter education incentive tags by the 2021 Big Game draw.
- Expand the information support system that newly graduated hunter education participants have access to by training and encouraging hunter education instructors to present the resources found on the R3 webpage and the adult onset Facebook group to their students starting in 2020. An official R3 website introduction and training should commence at the 2020 hunter education instructor conference cycle (February 2020).

Fishing in the City

- Expand the Fishing in the City program to include two new areas without programming so that more geographic areas are served by December 31, 2021, and each year thereafter, until all areas of California with a population that supports participation in the program are reached.
- Increase staffing for the Fishing in the City program in 2021 in order to support the statewide expansion of the program.
- Re-format the Fishing in the City program so that all-ages, including adults without children, can learn and actively engage in fishing at Fishing in the City events by June 1, 2020.

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- Work with Fishing in the City staff and volunteers to implement a more modern and inclusive CDFW Fishing in the City marketing and outreach campaign that reaches new audiences by December 2020. This should include creating new promotional materials and hosting outreach booths and advertising at sports events, fairs, expos, farmers markets, multi-cultural events and/or other public events where new user groups can be reached.
 - Increase the stocking of fish by 10% in urban parks and communities, at community fishing events, and in waters most frequented and accessible to youth and families around California starting during the stocking season of 2021.
 - Build relationships with private aquaculture facilities to establish a reduced-cost method of acquiring warmwater fish species that directly support CDFW sponsored community angling events, like Fishing in the City by December 31, 2020.

Fishing Passport

- Re-brand the Fishing Passport program to be more modern and appealing by July 1, 2020.
- Modernize the user-accessibility of the Fishing Passport program by developing a smartphone application by December 31, 2021, if the program evaluation warrants it. This approach should concurrently decrease the ongoing cost to CDFW per participant through the elimination of printed passport books.
- Implement a statewide re-launch strategy of the Fishing Passport program utilizing the new marketing and branding materials, including the new phone application, across California, by December 31, 2021.
- Expand the overall reach and participation of the Fishing Passport program by 25% in 2022, by 15% over the next 3 years, and 10% every year thereafter or until formal participation rates reach at least 1% of all fishing license holders, or 10,000 participants, whichever is more.
- Include and promote the Fishing Passport program in Fishing in the City events after the rebranding and modernization efforts are launched.

California Heritage Trout Challenge (CHTC)

- Increase and expand the reach and visibility of the CHTC through targeted marketing and social media campaigns by December 31, 2020.
- Revise and update the CHTC webpage to allow direct application for anglers by December 31, 2020.
- Re-initiate seasonal CHTC on-the-water clinics and public presentations beginning in June 2020.
- Fund, print, digitize and distribute the Angler Guide to the CHTC at key public events and outreach actions starting in July 2020.

Trophy Bass Program (TBP)

- Increase and expand the TBP through targeted marketing and social media starting in April 2020.
- Revise and update the TBP webpage to allow direct application for anglers by December 31, 2020.
- Develop and support online information highlighting how, where, when to fish for trophy bass in California by the end of 2020.
- Fund, design, publish, print, digitize and distribute an Anglers Guide to Trophy Bass in California by December 31, 2021.

Mentor-Matching

- Seek to develop or purchase a mentor matching database for hunting, fishing and the shooting sports that can be accessed through either ALDS or the R3 webpage by January 2022.
- Create the guidelines and legal requirements to become a mentor listed in the database by November 1, 2021.
- Design and launch a marketing and outreach campaign to advertise mentorship opportunities and the database by December 1, 2021.

SHARE Program

- Start the process to expand the funding for the SHARE program through legislation, the Farm Bill, excise taxes, and grants, etc. by December 31, 2020. Apply for a 2020 USDA Voluntary Public Access and Habitat Incentive Program block grant to expand the SHARE program through technical assistance in creating SHARE contracts and initial lease payments to fishing properties.
- Expand the SHARE program's participating properties by 20% the first year, starting in 2021, and then 15% for the following three years and 10% every year thereafter.
- Enroll at least three new fishing properties in the SHARE program by the end of 2020.
- Develop an evaluation procedure to assess potential fishing properties for quality and uniqueness by December 2020.
- Expand and modify the SHARE webpage to: 1) provide detailed guidance on how landowners, government and non-governmental entities can become SHARE partners, 2) create a tab for angling events and integrate fishing opportunities into the language, 3) add instructions for participating in the SHARE program as an angler, 4) move the SHARE URL to make it more easily accessible to all user groups (transition the current page from wildlife.ca.gov/Hunting/SHARE to wildlife.ca.gov/SHARE). Complete webpage development and transition by December 31, 2020.

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- Implement a plan to expand SHARE outreach and collaboration efforts, including a presence state and local outreach events, Fishing in the City events, hunter education classes, and other R3 programs around California starting January 1, 2021.
 - Train and provide continuing education and webinars at least twice per year on SHARE program basics and how to effectively engage with landowners and the public for unit biologists and other staff, especially in areas where employment turnover is high, starting in April 2020.
 - Work with the CDFW Office of General Counsel (OGC) to create a SHARE specific Memorandum of Understanding (MOU) for public agencies wishing to enroll in the program by June 1, 2020.
 - Examine ways to expand the hunting component of the SHARE program by incorporating or leveraging the Private Lands Management Program by December 31, 2020.
 - Explore the development of additional landowner incentive programs.

CDFW Lands Access

- Complete the current 2019-2020 lands regulations package process with Fish and Game Commission and attempt to start opening additional lands to public access, including special hunts and general opportunities by summer 2020.
- CDFW Wildlife Branch and regions will develop a prioritized list of CDFW undesignated lands and other lands opportunities with potential for hunting and fishing recreation by August 1, 2020. Priorities will include, but not be limited to the availability of fish and game resources and accessibility to urban populations. This list may include working with other non-CDFW entities.
- Initiate the regulatory process with the Fish and Game Commission to recommend opening lands identified in the Wildlife Branch to general hunting and fishing and to increase public access and the number of special hunt opportunities offered by February 2022.
- Determine the feasibility to hire additional lands management staff or otherwise expand capacity in order to increase the capability of regions to open and manage the newly identified lands to hunting and fishing by February 2022. Specifically, these positions should work on maintaining site security, infrastructure, habitat management, invasive species control, wildlife monitoring, and to address human caused impacts, like littering, vandalism repair and homeless encampment cleanup.
- Research the need to hire additional administrative staff to conduct planning and administrative tasks associated with opening more land to hunting and fishing by February 2022.
- The Wildlife Branch will assign someone to work with OCEO to establish a quarterly story, news release, social media posts and/or other outreach

materials to educate CDFW staff and the public on their work starting in April 2020.

- Ensure that money collected from the lands pass properties will be allocated annually to the lands program by the 2020-2021 budget period.

SMART Goals for NGOs/Clubs:

- Have program coordinators work with other staff, volunteers and leadership to conduct program evaluations on all hunting, fishing and shooting programs no later than January 2022, to help enhance and improve the effectiveness, success, and relevancy of each program.
 - If staff/volunteers need proficiency and skill training around program evaluations, commit to having at least two representatives attend a “Train the Trainer” seminar/webinar. See the Programs and Education section of this implementation plan for more information on the “Train the Trainer” events.
 - For tips and guidelines on evaluations, visit the R3 Stakeholder Resources webpage. See the Technology and Modernization section of this implementation plan for more information about the webpage.
- Collaborate with and use CDFW programs and outreach materials to cross-promote outreach events and R3 efforts starting in January 2020.
- Offer at least two adult onset events per year, starting in summer of 2020. This could be as simple as adapting current programming for an adult audience. Expand the number of events each year, as is feasible, for your organization or until the need in your geographic area is met.
 - If there is not a volunteer or staff person proficient in catering to the adult onset population, commit to having at least two representatives attend a “Train the Trainer” seminar/webinar on how to attract and event plan for adult onset participants. See the Programs and Education section of this implementation plan for more information on the “Train the Trainer” events.
 - For tips and guidelines on adult onset populations, visit the R3 Stakeholder Resources webpage. See the Technology and Modernization section of this implementation plan for more information about the webpage.

Modernization and Technology

Recommendations

The recommendations for the technology and modernization category are as follows:

- Modernize the CDFW website and its tools by making it more user-friendly toward hunting, fishing and the shooting sports and create a comprehensive statewide R3 webpage.
- Modernize hunting and fishing licensing technology.
- Equip regional offices with appropriate technology, training and staffing allocations to sell hunting and fishing licenses, sign participants up for CDFW programs, and teach people how to utilize CDFW electronic resources at all public outreach events relevant to hunting and fishing.

Implementation Strategies

The implementation strategies for the modernization and technology category recommendations are as follows:

1) Modernize the CDFW website and its tools by making it more user-friendly toward hunting, fishing and the shooting sports and create a comprehensive statewide R3 webpage.

SMART Goals for CDFW:

- Create, maintain and prominently link a comprehensive R3 webpage on the CDFW website for hunting, fishing, foraging, the shooting sports and wild food by December 1, 2019.
- Implement an outward-facing (public) statewide R3 stakeholder community calendar on the R3 webpage by December 1, 2019.
- Improve the CDFW Lands Viewer program or create a similar program for ease of use aimed at hunting opportunities to provide similar functionality to other states' hunt planners, by June 1, 2021.
- Improve and update the Fishing Guide map program for ease of use aimed at fishing opportunities or replace it with something similar to other states' fish planners, by June 1, 2021.

SMART Goals for NGOs/Clubs:

- Add events to the outward-facing (public) statewide R3 stakeholder community calendar on the R3 webpage starting in January 2020.
- Advertise the statewide R3 webpage and calendar through organizational communication methods on an on-going basis starting in March 2020.

2) Modernize hunting and fishing licensing technology.

SMART Goals for CDFW:

- Seek to shift license pricing and product mix authority to the California Fish and Game Commission by 2023.
- Seek to shift to a 365-day fishing license and include an auto-renewal option for customers by January 1, 2023.
- Develop a fishing and hunting regulations mobile application with map-location integration (when connected) that can also be downloaded and used off-line no later than January 31, 2021.
- Implement a mobile licensing display option, including validations and online report card reporting, to reduce printing costs over time and to modernize the licensing platform for customers ease of use by January 1, 2023.
- Develop or adapt CDFW technology to require department-sponsored hunting and fishing event sign-ups, including hunter education and advanced hunter education, and Fishing in the City be integrated and tracked through ALDS by January 31, 2021.
- Develop the technology and legal disclosures necessary to allow the registration for non-department hunting, fishing and shooting events to be routed through ALDS so that baseline metrics can be established between participation rates and license purchasing behavior by January 2021.
- Create an ALDS sales category to add free department resources like the Fishing Passport book, Fish ID book, youth fishing licenses, etc. to the shopping cart feature to track participation and purchase history by June 1, 2020. Fulfillment will be carried out by the Office of Communications, Education and Outreach and/or specific programs.
- Research the feasibility of adding voluntary fees or stamps, like a conservation or R3 stamp, to increase revenue to support the increase in R3 activities by January 2021.

3) Equip regional offices with appropriate technology, training and staffing allocations to sell hunting and fishing licenses, sign participants up for CDFW programs, and teach people how to utilize CDFW electronic resources at all public outreach events relevant to hunting and fishing.

SMART Goals for CDFW:

- Explore purchasing at least two portable technology stations consisting of: two Wi-Fi + cellular service customer-facing portable smart devices with web browsing capabilities to access CDFW site resources and customer internet licensing sales site, locks, compatible printers, appropriate cellular service accounts, and advertising banners and signage for each region to be used at outreach events no later than January 31, 2021.

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- Equip each region with at least one portable internet point of sale suite for use at outreach events. Create training and instructions on how regions can employ their usage across the state by July 1, 2020.
 - Develop and implement an on-going advertising campaign to inform the public of this CDFW service no later than September 1, 2020.
 - Create a method for ALDS to track the number of program sign-ups and licenses purchased at outreach events by July 1, 2020. Use this feature to determine the effectiveness of offering this service for at least 3-5 years before determining its impact and value.
 - Develop an educational announcement for regions to promote the new technology and the importance of driving license sales and hunting and fishing programs at public events by July 1, 2020.
 - Train all pertinent regional staff and Natural Resource Volunteer Program volunteers to: (1) operate the smart stations and printers, (2) how to use the customer facing ALDS and hunter education portals, and (3) how to access electronic CDFW hunting and fishing resources so they can teach customers to do the same no later than May 1, 2021.
 - Start utilizing the smart station customer-facing licensing technology at all outreach events that could include attendees interested in hunting and fishing (i.e. Fishing in the City, Fishing Passport, county fairs, expos and sports shows, etc.) by June 1, 2021.
 - Conduct a statewide evaluation on the overall use of the technology stations after the first year of implementation and, if warranted, expand regional trainings and the number of stations annually until each region has a sufficient number to appropriately serve the public at all outreach events.

Evaluation and Metrics

Recommendations

The recommendations for the evaluation and metrics category are as follows:

- Evaluate the current California hunting and sportfishing fishing license pricing and product mixes against other alternatives aiming to achieve increased participation (purchasing trends), a revenue neutral outcome, and added value for the customer.
- Create a comprehensive analyzed California R3 dataset library in order to better understand various R3 target audiences, data trends, and to establish a baseline of information to measure R3 successes and areas of improvement, over time.
- Launch a statewide R3 program evaluation campaign across stakeholder groups.
- Conduct a thorough evaluation of the effectiveness of current marketing activities and communication products about hunting, fishing, the shooting sports and foraging and how CDFW communicates with prospective participants.
- Identify city, county, state and federal lands not currently accessible to the public for hunting or fishing opportunities and identify the barriers that could be overcome to open them to these activities.

Implementation Strategies

The implementation strategies for the evaluation and metrics category recommendations are as follows:

- 1) Evaluate the current California hunting and sportfishing fishing license pricing and product mixes against other alternatives aiming to achieve increased participation (purchasing trends), a revenue neutral outcome and added value for the customer.**

SMART Goals for CDFW:

- Secure funding for an economic viability study conducted by an outside contractor, form a Statement of Work and send to the Business Management Branch for a contracting bid or to release a Request for Proposals, as soon as possible.
- Conduct an economic viability study, utilizing an outside market research or statistics and economics firm, to evaluate the current California hunting and fishing license pricing and product mix as soon as possible. Consider the list of potential licensing product mix options from the Licensing Structure subcommittee in this process and conduct other research to gain input from the general hunting and fishing public.

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- Evaluate the current big game draw and determine the feasibility to increase the draw odds and opportunities available by restructuring it to be more flexible with population changes, natural events, and fluctuations in hunter success rates by January 2022. See the recommendations from the Licensing Structure subcommittee for ideas to consider.

2) Create a comprehensive analyzed California R3 data set library in order to better understand various R3 target audiences, data trends, and to establish a baseline of information to measure R3 successes and areas of improvement, over time.

SMART Goals for CDFW:

- Obtain and analyze various customer data sets from the CDFW Automated Licensing Data System (ALDS), and with all identifying information removed, produce reports on the demographics, purchasing trends, and geographical customer distribution of various categories of customers. This information should be compiled in conjunction with ESRI data capabilities to create a more comprehensive data representation and to account for socioeconomic information and other data that ALDS cannot produce. Preliminary data set categories should be created by June 1, 2020 with at least two short reports ("fact sheets") per month produced until all the ALDS data has been exhausted.
- Follow up on any ALDS data sets that are inconclusive, lacking information important to the success of R3 efforts or to gain additional insight to unanswered questions, by employing surveying or focus group techniques, no later than six months after the inquiry is deemed necessary.
- Utilizing a survey instrument created by the Reactivation subcommittee with oversight from the R3/Human Dimensions Unit, conduct a survey, with a representative sample of former California hunting and fishing license holders to better understand why they no longer participate in hunting and/or fishing by June 1, 2020. Write a comprehensive report of the findings no later than July 31, 2020.
- Utilizing the survey created by the Fisheries Branch, Fisheries will conduct an angler preference survey, with a reasonable representative sample of current licensed California anglers to better understand their preferences by July 2020. Write a comprehensive report of the findings no later than January 2021.
- Utilizing the (upcoming) survey created by the Wildlife Branch for waterfowl hunters, conduct a similar survey, or series of surveys, that assess hunter preferences and attitudes by December 2020. Write a comprehensive report of the findings no later than January 2021.

SMART Goals for NGOs/Clubs:

- Obtain and analyze various membership data sets from your organization, and with all identifying information removed, produce generalized reports on the demographics, membership trends, and those with a state-wide reach, geographical membership distribution of various demographic categories of members. Preliminary data set categories should be created by January 1, 2021 with at least one report per month produced until all data has been exhausted. These reports should be written for a general audience and consider sharing them with the larger R3 stakeholder group by posting them in the California group on the R3 Community page or by emailing the R3 Coordinator for distribution or use during Train the Trainer events. The R3 Coordinator may utilize these reports to establish statewide R3 trends in clubs, membership organizations, etc. and to produce future R3 materials to assist in improving R3 efforts and success rates.
 - If there is not a volunteer or staff person proficient in creating these data sets, commit to having at least two representatives attend a “Train the Trainer” seminar/webinar on how to collect and analyze membership data. See the Programs and Education section of this implementation plan for more information.
 - For tips and guidelines on creating data set reports, visit the R3 Stakeholder Resources webpage. See the Technology and Modernization section of this implementation plan for more information about the webpage.

3) Launch a statewide R3 program evaluation campaign across stakeholder groups.

SMART goals for CDFW:

- Gather resources to create a customizable program evaluation toolkit, based on the information obtained from the survey conducted by the Mentorship subcommittee, no later than May 1, 2020.
- Create the draft toolkit before July 1, 2020. Concurrently select two CDFW programs to pilot the toolkit and host a pre-evaluation meeting with the program coordinators and staff.
- Programs should conduct the evaluation, utilizing the toolkit and turn in the results to the CDFW R3 Team by September 31, 2020.
- Host a feedback session with those programs by October 15, 2020 and include a brief of the compiled results from the evaluation process.
- Finalize and publish the customizable program evaluation toolkit on the R3 stakeholder resource webpage no later than November 1, 2020.
- Actively promote the evaluation campaign and secure the participation of at least 75% of all stakeholder groups, including CDFW, with programs that

promote hunting, fishing or the shooting sports no later than December 1, 2020.

- Host a pre-evaluation Train the Trainer meeting/webinar before December 30, 2020. Collectively determine an evaluation timeframe at that meeting and create a timeline for completion and stakeholder session(s) to share outcomes, lessons learned, and to identify areas that should be improved, enhanced or otherwise addressed through California R3 efforts.
- Create a statewide report of the health and status of California R3 programs across California at the conclusion of the program evaluation period and publish it on the R3 stakeholder resources webpage no later than eight-weeks later. This report should act as a baseline to establish metrics for future program evaluation efforts.
- Based off what was learned from this statewide evaluation campaign, create a plan to continue evaluation efforts with stakeholders every two-years no later than June 1, 2021 and publish the plan on the R3 stakeholder webpage.

SMART goals for NGO/Clubs:

- Commit to participating in the statewide R3 program evaluation campaign by November 1, 2020 by agreeing to evaluate at least one program offered by your organization and sharing the results across stakeholder groups.
 - Participate in the R3 pre-evaluation Train the Trainer series, post-evaluation sessions.
 - Provide the program evaluation findings to the CDFW R3 Coordinator to compile a statewide report of the health and status of California R3 programs across California no later than 30-days after the conclusion of the program evaluation period determined at the pre-evaluation meeting.
 - Share the statewide report of the health and status of California R3 programs with your staff and volunteers no later than 30 days after it is published on the R3 stakeholder resource webpage.
 - Commit to participating in a statewide R3 evaluation process every two-years.
 - Practice the evaluation skills learned through this process in other programs offered by your organization in order to improve and positively affect the participation rates of hunting, fishing and the shooting sports.
- 4) Conduct a thorough evaluation of the effectiveness of current marketing activities and communication products about hunting, fishing, the shooting sports and foraging and how CDFW communicates with prospective participants.**

SMART Goals for CDFW:

- Identify and secure an evaluation model for assessing the effectiveness of current marketing activities and communication products no later than July 29, 2020. Concurrently determine if this process can be completed in-house or if it should be carried out externally. If the latter option is chosen, embark on the appropriate process to carry out the evaluation.
- Conduct an evaluation to assess the effectiveness of current marketing activities and communication products about hunting and fishing and how CDFW communicates with prospective anglers and hunters, including those from underserved communities, by November 15, 2020.
- Create and approve a plan to strengthen, revitalize and expand marketing activities and communication products about hunting and fishing, including to underserved communities, based on the findings of the evaluation by February 15, 2021.
- Implement the plan to strengthen, revitalize and expand marketing activities and communication products about hunting and fishing, including to underserved communities by April 15, 2021.
- Produce a plan to conduct on-going evaluation of the effectiveness of marketing activities and communication products that are put in place through this process by July 15, 2021.

SMART Goals for All Stakeholder Groups:

- Conduct an evaluation to assess the effectiveness of current marketing activities and communication products about hunting and fishing.
 - If there is not a volunteer or staff person proficient in conducting marketing and communications evaluations, commit to having at least two representatives attend a “Train the Trainer” seminar/webinar on how to conduct evaluations. See the Programs and Education section of this implementation plan for more information.
 - For tips and guidelines on conducting evaluations, visit the R3 Stakeholder Resources webpage. See the Technology and Modernization section of this implementation plan for more information about the webpage.
 - Share the results of your assessment and the newly inspired content that you will be implementing as a result of the assessment process with the larger stakeholder group by posting them on the CA group of the R3 Community or by submitting them to the statewide R3 Coordinator for distribution.

5) Identify and evaluate city, county, state and federal lands not currently accessible to the public for hunting or fishing opportunities that could or should be open to these activities.

SMART Goals for CDFW:

- Create a team of government agencies to identify federal (USFS and BLM), state (state wildlife areas, ecological reserves, state park lands), county and city lands not currently accessible to the public for hunting and/or fishing opportunities by August 31, 2020.
- With the help of NGOs, develop and implement an impeded access program on the R3 webpage where hunters, anglers and other outdoor enthusiasts can report instances where legal access has been blocked to resource use opportunities by December 31, 2020.
- Expand land acquisition and easement opportunities through collaboration with unit biologists, SHARE program, Wildlife Conservation Board (WCB), cities and municipalities that own water storage reservoirs and create an online easement program by the December 31, 2021.

SMART Goals for Other Agencies:

- Participate in a team of inner-government agencies to identify federal (USFS and BLM), state (wildlife areas, ecological reserves, State Park lands), county and city lands not currently accessible to the public for hunting and/or fishing opportunities by August 31, 2020.

SMART Goals for NGOs/Clubs:

- Actively inform memberships and participants about the impeded access program and how and where to submit a report starting December 31, 2020.
- Participate in the development and implementation of an impeded access program in conjunction with the efforts outlined above.

Conclusion

This implementation strategy is the product of many voices, put forward in the spirit of CDFW's mission, with the best intentions to improve and continue sustainable resource use and enjoyment by the public.

The R3 stakeholder groups, including CDFW, recognize the only way to increase opportunity and remove barriers to hunting, fishing and the shooting sports is working collaboratively for mutually beneficial outcomes. We are committed to developing strong community relationships so as a collective, we are better able to address the needs and obstacles facing hunting, fishing and the shooting sports in California. Efforts to recruit, retain and reactivate participants should not only increase but conservation funding should as well.

The strategy outlined in this document is not the destination but a journey for a continuous effort that should take place over many decades. The R3 strategy will be continuously evaluated and adapted to fit the current needs of ensuring sustainable resource use for hunting, fishing and the shooting sports under current R3 science.

Acknowledgements (alphabetical order)

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Since its inception in 2017, the California R3 effort represents the collaborative forces of dozens of diverse stakeholder groups. Thank you to those who have and continue to engage in the California R3 process. The names and affiliations below represent the stakeholders who participated in the subcommittee process leading to the creation of this document:

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