

FLORIDA'S

R₃

Fishing Action Plan



Recruitment

Retention

Reactivation





RECREATIONAL
BOATING & FISHING
FOUNDATION



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Cover photograph courtesy of TakeMeFishing.org.



Florida is the “Fishing Capital of the World”...

comprising more than 7,700 lakes, 10,550 miles of rivers and 2,276 miles of tidal shoreline. While Florida is fortunate to have abundant resources, only an estimated 15% of Florida’s 20 million residents -- 3.1 million -- participate in the sport of fishing. Florida residents and visitors valuing these resources are important contributors to the Florida Fish and Wildlife Conservation Commission’s (FWC) efforts to achieve sustainable management and conservation of fish and wildlife populations. Increasing public participation in fishing and boating is a clear conduit to achieving support for conservation.

Anglers and boaters are the driving force in supporting fish and wildlife conservation as their quality of life is affected by successful conservation efforts. Anglers and boaters support conservation through civic engagement, stewardship and funding. While funding through license sales is an important aspect of successful fish and wildlife conservation, encouraging people to participate in recreational fishing helps create generations of people that care for fish and wildlife.



According to the U.S. Fish & Wildlife Service, total economic impact in 2011 from Florida's 3.1 million resident and visiting recreational anglers resulted in expenditures of \$5 billion and supported 80,210 jobs. Anglers support fisheries conservation and quality management of the state's many fish and aquatic species through purchasing a fishing license, fishing and boating equipment, and fuel. Florida leads the nation in total number of anglers as well as total amount of days fished. The FWC continues to work toward increasing the number of days fished to generate a positive economic impact for the state.

To sustain benefits from multiple funding sources, it is critical to increase participation in the sport of fishing and recruit the next generation of anglers.

The Federal Aid in Sport Fish Restoration Program contributes excise tax funds to conservation initiatives from the sale of fishing and boating equipment as well as designated fees from the purchase of fuel for recreational boating. Boating access

programs (which improve and develop boat ramps and marinas) receive 15% of the SFR funds apportioned to Florida each year. Fisheries research and management, along with some education and outreach programs, are supported by SFR funds and license sales. To sustain benefits from these funding sources, it is critical to increase participation in the sport of fishing and recruit the next generation of anglers.



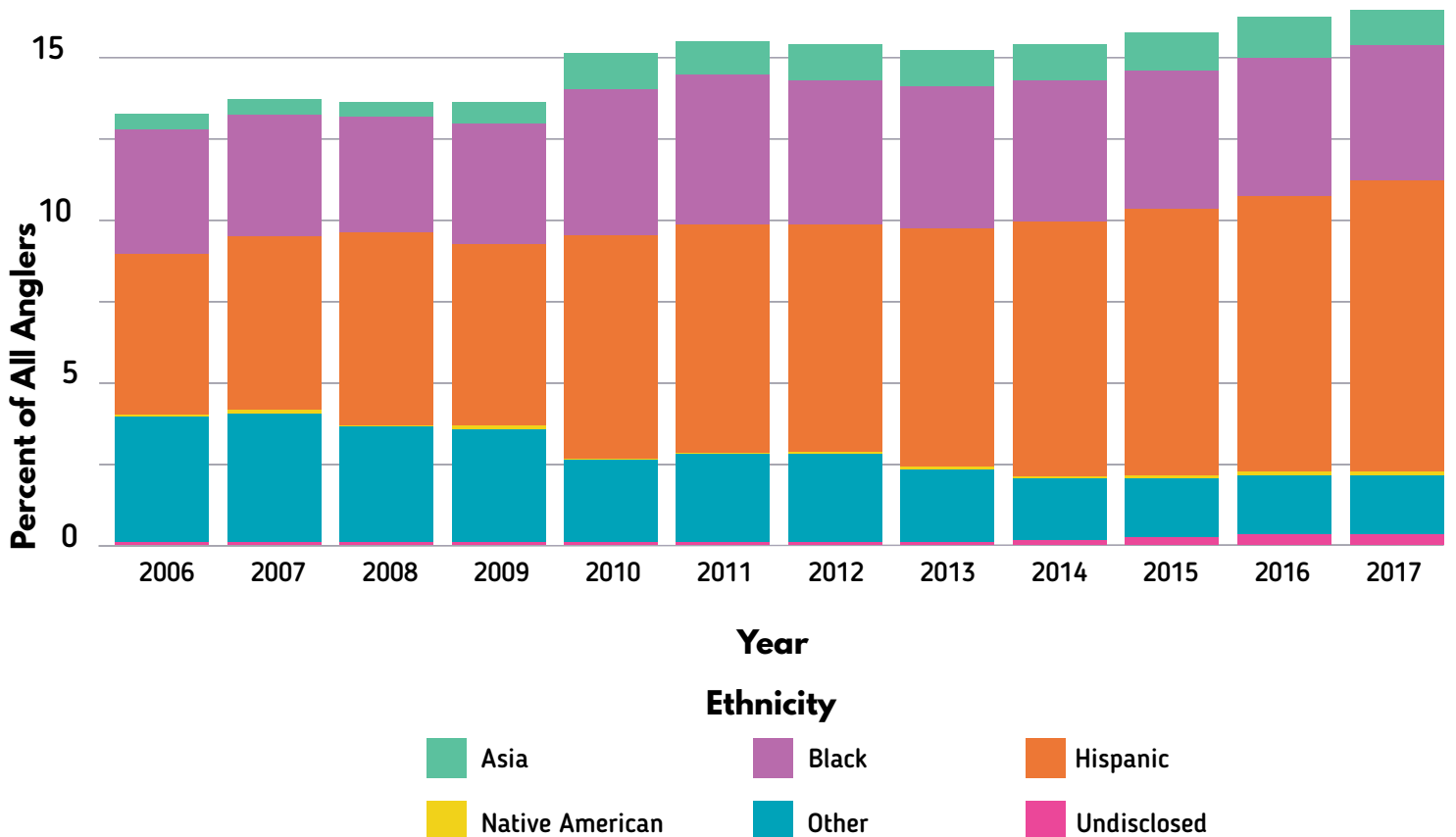
Status of Angling Nationally and in Florida

While fishing continues to be a popular activity both in Florida and nationally, growth in the sport has not kept up with population increases. The USFWS reported there were 29,409,950 licensed anglers in the U.S. in 2016, with 1,513,696 being Florida resident and non-resident licensed anglers. Furthermore, the 2018 Special Report on Fishing, a partnership project between the Recreational Boating & Fishing Foundation and the Outdoor Foundation, determined that in 2017 “49.1 million Americans, ages 6 and up, participated in fishing at least once during the calendar year.” Between 2004-2013, angler participation rates at the national level declined slightly; however, recent increases may indicate a renewed interest in the sport.

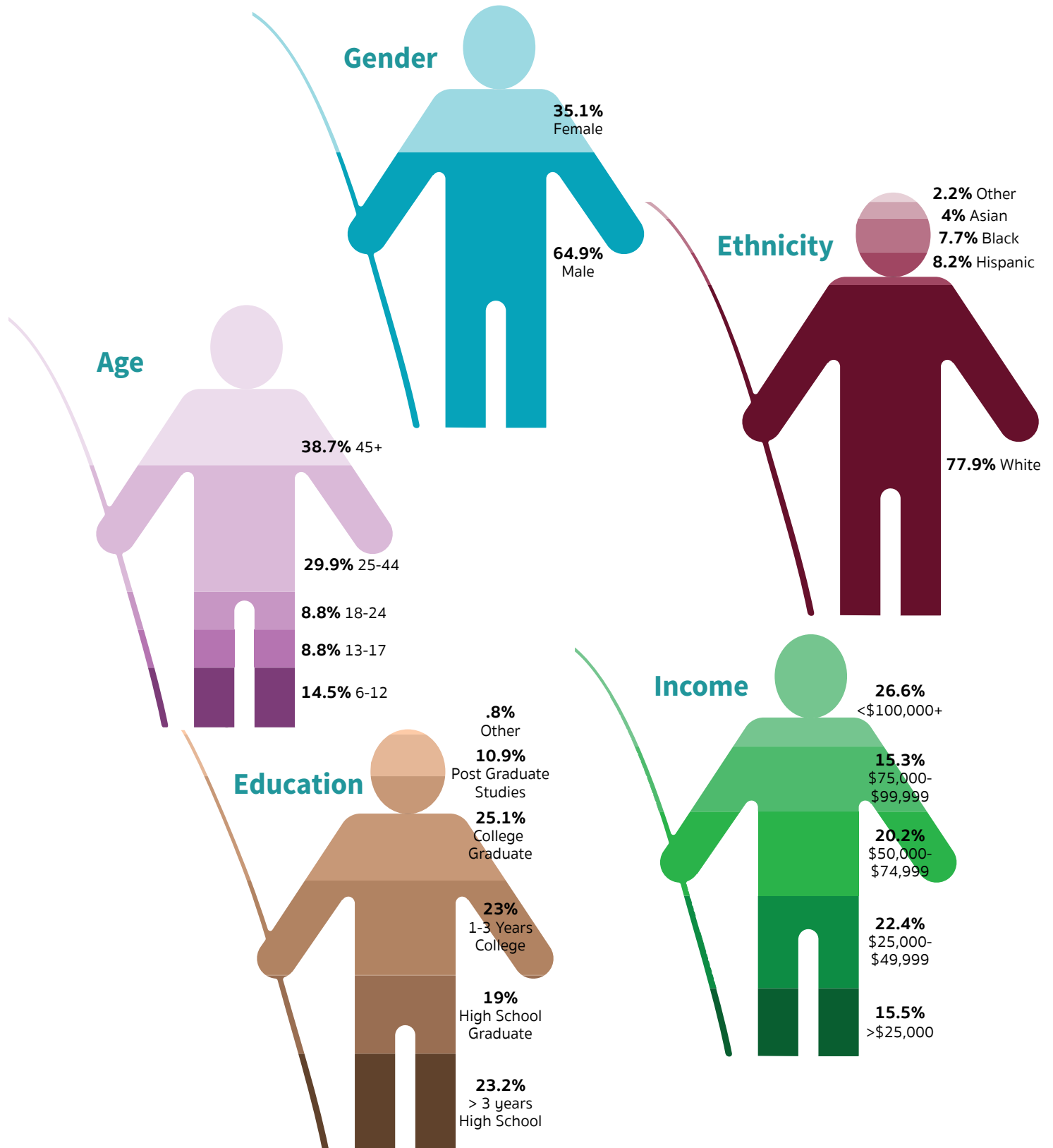
Nationally, anglers over 50 years of age make up the largest segment of participants. In Florida, anglers between the ages of 50-59 who have purchased a fishing license, tackle and boating equipment at a high rate are approaching the age where they will no longer be required to purchase a fishing license. Resident anglers age 65 and older are not required to purchase most recreational licenses in Florida. These Baby Boomers need to be retained, and the FWC will communicate the importance of these anglers’ contributions to conservation efforts. New efforts will focus on recruiting Millennials between the ages of 18-24 and youth under age 18, known as Generation Z. Millennials have a lower purchasing rate than those in the Baby Boomer generation, therefore the FWC must be proactive and begin planning to ensure that future generations continue to participate in fishing. The 2018 Special Report on Fishing focuses on age participation percentages and reemphasizes that anglers 45 years of age and older are the largest group of angling participants, comprising nearly 39% of the angling community.

Minority Representation in the Angling Community

Statistics from Southwick Associates show that the minority angling community makes up only roughly 15% of anglers fishing in Florida. Recruitment, retention and reactivation of anglers is necessary in reaching the FWC’s goals of increased participation in fishing, awareness of the benefits of conservation and knowledge of the economic impacts of fishing. The overall participation rate in fishing relative to population growth has declined over the past 25 years. This decline suggests some societal shifts regarding safety concerns, increased interest in technology and electronic communication, and families moving to urban areas where fishing access is limited. The USFWS found that 39% of children between the ages of 6-15 tried fishing in 1990. By 2011, that number was reduced to 26%. Research from the Outdoor Foundation shows there were 6.1 million new and returning anglers in the U.S. in 2016, but there were 4.6 million people who had fished in previous years and did not return. Our sport is like a “leaky bucket.”



Female participation numbers and ethnic diversity are low among angling participants. To increase angling participation, this plan will develop new programs and evaluate current programs to recruit more female anglers and reach Florida's expanding Hispanic and African-American communities. The challenge for the FWC is to properly engage these groups and encourage their continued participation. To make natural resource conservation relevant to more Floridians, the FWC must seek ways to engage these under-represented groups and increase their participation in fishing. The Hispanic population is the largest and fastest growing group of minority angler participants in Florida and is a primary target audience.





60 in 60 Campaign



The Recreational Boating and Fishing Foundation launched the “60 in 60” campaign in April 2016. The goal of the campaign is to increase fishing participation from 46 million anglers to 60 million anglers in 60 months, which equates to an increase of 14 million anglers nationwide. The RBFF is a nonprofit organization “whose mission is to implement an informed, consensus-based national outreach strategy that will increase the participation in recreational angling and boating, and thereby increase public awareness and appreciation of the need to protect, conserve, and restore this nation’s aquatic natural resources.” Recruitment, retention and reactivation -- or R3 -- is the driving force for states to increase fishing participation, which will allow more anglers to contribute to conservation efforts and the continued management of states’ natural resources. As a partner of

RBFF’s 60 in 60 campaign, Florida has agreed to the following annual goals for freshwater and saltwater license sales.

- 2017: 1,498,811 total fishing licenses
- 2018: 1,562,506 total fishing licenses
- 2019: 1,626,202 total fishing licenses
- 2020: 1,689,897 total fishing licenses
- 2021: 1,753,593 total fishing licenses



R3 Defined

Recruitment





- New anglers are defined as “people who have never gone fishing, but have expressed an interest in doing so. Or, people who do not know if they are interested, but would be willing to go if an opportunity to do so was presented.”
- Recruiting new anglers ensures that once the Baby Boomer generation’s participation rate begins to decline, the new wave of Generation X, Millennials and Generation Z will replace the previous contributions to conservation and should steadily increase their participation over time.
- Many individuals do not believe they have the access needed to participate in fishing. The FWC facilitates angler access by building boat ramps, developing marinas, and ensuring the access is maintained and enhanced.
- Recruiting new anglers requires reaching new and diverse groups. Through developed marketing/communication plans and rebranding of programs, the FWC plans to reach not only the target audiences specific to each program, but secondary target audiences such as the parents of the children that participate in agency programs.
- Teaching new anglers about conservation at a young age and forming partnerships with other organizations that can provide angler education and conservation lessons will help expand the effectiveness of the agency’s R3 programs.

Retention

- “Retained anglers are anglers who have repeatedly bought licenses (or participate in angling). Specifically, retained anglers have purchased a license in the current year as well as in the immediate past year (and longer). They likely will need only minimal interventions to maintain their retained angler status” (AREA/RBFF, 2016).
- The FWC wants to ensure that newly recruited anglers are retained, continue to participate in fishing and purchase fishing licenses for years to come.
- Florida leads the nation in total number of anglers as well as total amount of days fished. In addition to increasing the number of retained anglers, the FWC also intends to increase the number of days fished. This increase in the number of days fished will have a positive economic impact with more individuals spending money on tackle, motor fuel and boat registrations, and will also provide funding for conservation and the management of Florida’s natural resources.
- Interaction between these avid anglers and the agency must be maintained for continued growth, preservation and management of fisheries.
- The FWC’s angler-recognition programs provide avid anglers with new challenges and allow them to be recognized for their participation in fishing.
- Many retained anglers in the Baby Boomer generation are reaching retirement age, which gives them more disposable time (and often, income) to spend on fishing before they age out of the angling population. This combination of factors also makes them ideal mentors to help grandchildren or other new anglers enter the sport.



Information provided by the American Sportfishing Association and Southwick Associates based on the 2011 USFWS five-year survey.

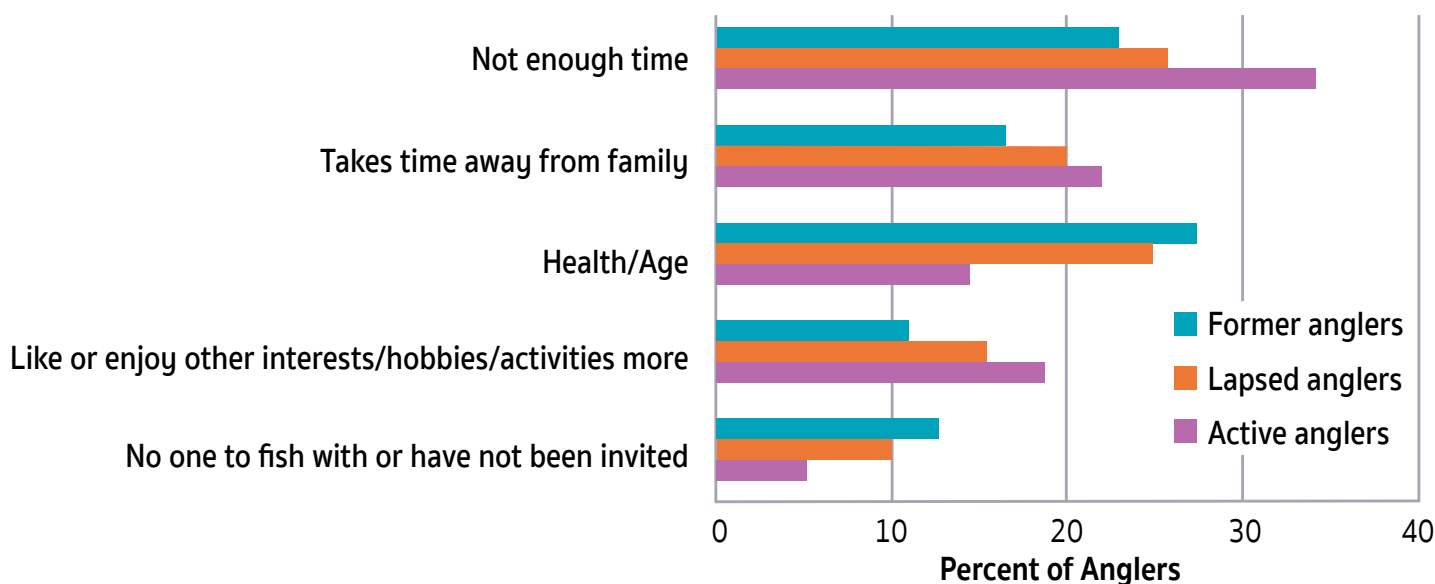
Number of Anglers and Days of Fishing in Florida					
	Total Anglers 3,091,952	Total Fishing Days 57,593,836		Non-resident Anglers 1,197,279	Total Non-resident Fishing Days 9,543,924
	Freshwater Anglers 1,214,263	Total Freshwater Fishing Days 25,729,028		Saltwater Anglers 2,397,610	Total Saltwater Fishing Days 36,347,826

 Relaxing/ Watching TV 29%	 Hiking 18%	 Camping 16%	 Recreational Freshwater Fishing 15%	 Gardening 12%
 Big Game Hunting 12%	 Reading 11%	 Golfing 10%	 Trail Running/ Walking for Fitness 10%	 Cooking 9%

Reactivation

- “Long-term lapsed anglers are anglers whose license purchases (or participation in angling) have been interrupted for more than three consecutive years. Anglers who lapse for more than three years will likely need different types of interventions (reactivation strategies) than recently lapsed anglers” (AREA/RBFF, 2016).
- A license “churn” is when an individual purchases a license one year but does not purchase a license the following year. To be successful in R3 initiatives, the FWC must understand how to reduce angler churn rates. According to Southwick Associates, since 2006, anglers who fish in Florida have “churn rates ranging from 50–55% for residents and 70–75% for non-residents.” This means that more than half of anglers participating in fishing in Florida lapse in buying a license on an annual basis.
- The FWC will address lapsed angler trends by continuing to improve fishing access, develop new programs and effectively manage resources to provide quality fishing opportunities. Continuing to offer convenient opportunities for anglers to participate in the sport of fishing, such as advanced easy-to-use licensing software, the rate of lapsing anglers should decrease.
- Effectively communicating fishing opportunities to the public will increase awareness of the FWC’s conservation efforts.
- It is a common tenet of sales and marketing that the best prospect for a future sale is a previous customer, and fishing is no different. Anglers who have participated before usually have equipment, experience and the wherewithal to go fishing again without much assistance. The FWC will focus attention on the specific barriers that keep these intermittent anglers from participating every year.

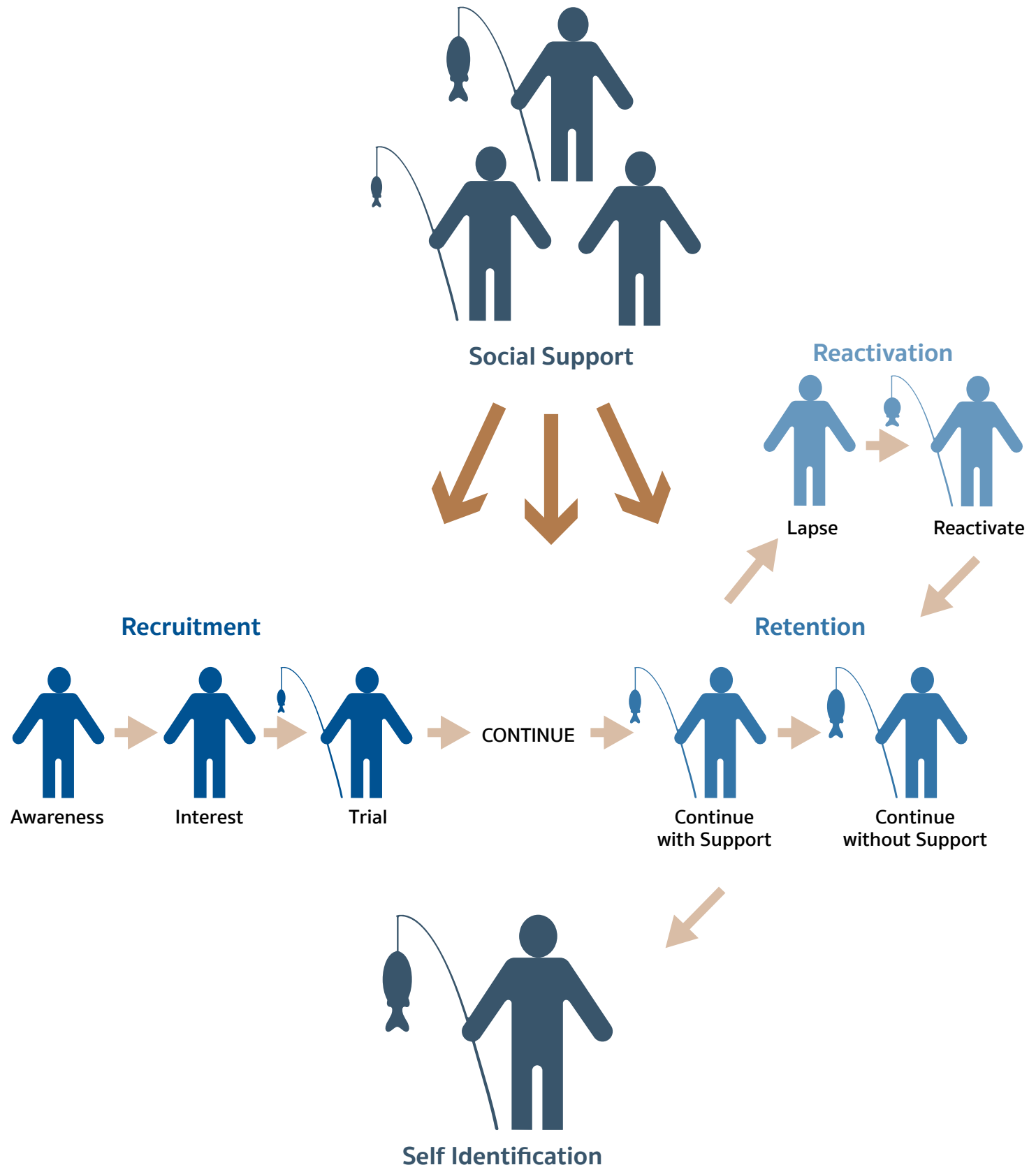
“Not enough time” was often chosen as a main reason why fishing is no longer a top activity. However, further research indicates that “not enough time” is not necessarily the reason why anglers stop fishing. It “merely can be a way of saying other activities provide greater perceived benefits or deliver desired benefits with greater convenience” (ASA, 2012).



Asked of respondents for whom fishing is not as high a priority as it used to be.

Outdoor Recreation Adoption Model and Program Map

True R3 efforts focus on the needs of individuals and the process required to ensure their adoption of, and continued participation, in a new outdoor activity. This outdoor-specific adoption process is referred to as the Outdoor Recreation Adoption Model and is based on more than 50 years of research documenting why and how certain activities or ideas are adopted by people and cultures. The ORAM illustrates the steps an individual moves through as they learn about, try, and then adopt a new activity or behavior, and can be used to understand the difference between recruitment, retention and reactivation.





Boating as a Gateway to Conservation

The Boating and Waterways Section of the FWC contributes to R3 efforts by continuing to make boating access easy and efficient for anglers. According to the RBF's 2012 Special Report on Fishing, boating participation has affected the rate of fishing participation.

- The most popular activity amongst males over the age of 16 was fishing from a boat at 64%.
- The number of times individuals used their boats each year increased from 13.2 times in 2010 to 14 in 2011.
- Multispecies boats are the most popular boat type on the water at 26%, followed by bass boats at 16.3%.
- The FWC's Boating and Waterways Section developed a mobile application that helps anglers and boaters locate the multitude of boat ramps found throughout Florida. (MyFWC.com/BoatRamps)
- There are 5,711 boat ramps in Florida, 2,125 of which are public boat ramps.
- Boat ramps for non-motorized vessels are the fastest growing segment of boating access.
 - Currently, there are 344 ramps for non-motorized boats in Florida.
- The Boating and Waterways Section also has grant opportunities such as the Florida Boating Improvement Program (MyFWC.com/boating/grant-programs/fbip), which provides funding through competitive grants for boating access projects and other boating-related activities on coastal and/or inland waters of Florida.

The FWC will continue to monitor current boating programs and locate new site development areas that create additional access opportunities for anglers, such as additional access to waterways, parking areas for both vehicles and trailers, and improving restroom facilities. The FWC will ensure the public is aware of the added locations.



Florida's Artificial Reef Program

The Artificial Reef Section of the FWC contributes to R3 efforts by continuing to increase and improve fishing opportunities through the construction of new saltwater artificial reefs.

- Results from recent surveys on the economic impact of artificial reefs show extensive use of Florida's artificial reef systems by residents, visitors, private boaters and for-hire clients.
- Results from a 2014 statewide socio-economic analysis indicate that fishing and diving activity on Florida artificial reefs provides 39,118 jobs for Floridians, generates \$3.1 billion in economic output and produces \$250 million in state revenues for Florida.
- In southwest Florida alone, more than 5,600 persons – residents and visitors included – use artificial reefs, spending over \$253 million in the region annually.
- There are 3,266 artificial reefs off Florida's coasts, of which approximately 50% were funded in part or in whole by the FWC, and approximately 100 new artificial reefs are constructed annually.
- Surveys of resident and non-resident saltwater fishing license holders show significant support for artificial reef enhancement.
- The FWC's Artificial Reef Section maintains a current list of artificial reef locations and has an interactive map (MyFWC.com/conservation/saltwater/artificial-reefs) that helps anglers and boaters locate Florida's marine artificial reefs.
- The Artificial Reef Section also offers grant opportunities for artificial reef construction, which provide funding through competitive grants for artificial reef construction projects in state and federal waters off Florida's coasts.

The FWC will continue to monitor current artificial reef permitted areas and coordinate with local county managers to develop additional artificial reef locations that will create new marine habitat and additional saltwater fishing opportunities for anglers.

Expanding Participation in Conservation Strategic Initiative

The FWC created the Expanding Participation in Conservation Strategic Initiative to increase conservation participation among youth and families representing Florida's diverse population. EPIC helps increase partnerships to implement the Florida Youth Conservation Centers Network and other programs that promote fishing, hunting, boating, wildlife viewing, shooting sports and conservation appreciation.

Goal 1

Leverage FWC staff and programs to increase the number and diversity (ethnicity, race, gender, urban, suburban and rural) of youth and families participating in conservation.

- All staff will be made aware of the youth conservation initiative including FYCCN and other FWC youth programs.
- FWC Divisions and Offices will provide support for youth conservation programs to the greatest extent feasible.
- Include hands-on conservation stewardship and fishing, hunting, boating and/or wildlife viewing activities in all FWC youth education programs.
- Determine the current number and diversity of youth and families participating in FYCCN and other FWC youth programs.
- Evaluate the FWC's youth conservation programs to determine if they are increasing knowledge, skills, abilities and stewardship behaviors, and if they are increasing the number and diversity of participants.



Goal 2

Recruit diverse (ethnicity, race, gender, urban, suburban and rural) audiences and potential partners that serve them in order to increase their conservation participation in FYCCN and other programs.

- Develop techniques and strategies to increase conservation participation among diverse communities in FYCCN and other programs.
- Implement techniques and strategies used to target diverse audiences and communities throughout Florida to attract youth and families to FYCCN facilities and programs.
- Utilize strategies from partners already successful in serving diverse audiences and share their techniques with other partners and when recruiting potential partners.
- Increase partnerships in FYCCN (FYCCN.org/partners) to a minimum of 450 partners.

Goal 3

Support FYCCN partners to serve diverse audiences and communities throughout Florida to attract youth and families to FYCCN sites and partner programs.

- Maintain and enhance partnerships in the FYCCN.
- Create recognition programs for partner achievements.
- Track existing partners to determine continued viability.



The FWC's R3 Programs

The FWC's R3 programs support the agency's R3 efforts and will be evaluated for their effectiveness at increasing license sales and fishing participation.

Licensing, Communication and Marketing

Background

Revenue from license sales helps fund conservation efforts in Florida. But the role of licenses in conservation is more than just the revenue they provide. Each license represents an opportunity for someone to get outdoors and experience Florida's fish and wildlife for themselves. Those experiences are fundamental to inspiring personal stewardship of the natural resources.

Multiple FWC offices and divisions conduct licensing, marketing and communication efforts to help support R3 initiatives. Creating connections with stakeholders who participate in programs, attend events or purchase licenses enhances support of conservation, the agency and R3 initiatives.

Credible, helpful, easy-to-understand and easy-to-find information is essential to angler success, particularly for beginners and those new to fishing in Florida. Simple and clear information on license requirements helps reduce confusion and remove barriers to getting outdoors. Providing quality "how-to" content is vital in the recruitment and retention processes, as this type of information allows for the development and improvement of the knowledge and skills that are necessary to adequately participate in fishing and understand conservation, as well as keep participants involved in outdoor activities through the years.

Customer engagement and ongoing communication efforts are essential for retention and reactivation initiatives. People vary in the way they prefer to receive information and learn skills, so it is important for the FWC to provide customers with a wide variety of resources to meet as many needs as possible. Being able to provide such information in easily accessible channels and formats allows participants to choose how they access and understand information, which increases the effectiveness of R3 efforts. Florida strives to provide straightforward communication, resources and customer engagement tools to best serve our stakeholders and introduce new audiences to the outdoors.

Customer engagement measures for Florida fall into the categories below, which can also be coupled with and woven into agency programs and R3 initiatives:

- Recreational licensing system features and associated messages (two objectives)
- Data analysis and evaluation (one objective)
- Communication and marketing (four objectives)

Licensing System Features and Associated Messages

Objective 1

Continuation of recreational licensing system enhancements.

R3 opportunity: Recruitment, retention and reactivation.

Timeline: Ongoing.

Target audience: New, current and lapsed license holders.

Implementation: FWC Office of Licensing and Permitting and Brandt Information Services, Inc. (Brandt).

Description: In recognizing that the recreational licensing system is not only an entry point for new anglers, but also serves as an opportunity to be a touchpoint for any angler, the FWC will continue to work proactively to engage customers, improve the consumer experience and remove barriers so that stakeholders better understand licensing needs and obtain appropriate licenses and permits.

Details and features:

- Based on feedback from the RBFF, and in partnership with Colle+McVoy and Lopez Negrete, the FWC and Brandt implemented multiple customer-facing enhancements to our license sales website GoOutdoorsFlorida.com over an eight-month period. These modifications enriched the look and feel of the recreational licensing site to provide a more inviting appearance, clearly state information for increased customer understanding, and simplify the license purchasing process.
- These modifications were introduced in multiple stages from August 2016 through April 2017, and included the addition of a mobile-friendly, engaging landing page; a progress bar to relay the three simple steps to obtain a license; the ability for customers to browse license options before logging in to make a purchase; a simplified customer login page to reduce confusion and aid in site navigation; and provided a “Renew All” option for returning customers to more easily renew licenses and permits in a few easy steps.
- Internal reports have shown that 15% of overall license sales are for new customers, with another 15% returning after a 12-month lapse. Google Analytics also reflects significantly lower drop-off rates since these new customer-facing enhancements have been introduced.





- As of January 2014, new and returning customers have the option of purchasing license packages that bundle all needed licenses and permits by activity. License packages appear on a banner on GoOutdoorsFlorida.com and allow for greater customer awareness of Florida's license and permit requirements based on activity. Because every state has different license requirements, this feature makes the selection and purchasing of needed licenses quick and easy for those visiting Florida. It also makes license purchases easier for Florida residents and those new to fishing, as they can now select licenses by activity and pre-packaged license options.
- Since implementation, over 400,000 packages have been sold and overall order amounts per customer have increased, which implies that customers better understand what is needed and that regulatory needs are being met.
- The FWC has a recreational license sale option in Spanish to better accommodate the growing Hispanic population. The Español licensing site, Es.GoOutdoorsFlorida.com, was introduced in July 2013 and features all options and features within the GoOutdoorsFlorida system, but fully translated in Spanish.
- Several thousand customer orders are placed through this site each month, with over 215,000 licenses and permits issued since this resource was introduced, with total revenue of \$3.8 million.

Marketing method(s): The recreational licensing site itself is the marketing tool, along with several messaging measures (see Communications and Marketing sub-section on page 21).

Evaluation: In measuring success for the licensing site, several analytics and variables are considered to monitor traffic and sales to ensure positive trends, including visits, drop-off rates, new customer accounts and order details. The system is also subjectively evaluated against industry standards and overall customer experience measures. The outputs include increases to specific tools and options, with the overall outcome being to introduce new anglers in Florida and reduce churn for current anglers by simplifying the license renewal process.

R3 fit in the ORAM: These innovative approaches to engage customers fit into the recruitment and retention sections of the ORAM.

Support: While contracted development hours can generally be used for many system improvements, FWC staff time is occasionally necessary to assess updates, review needs, and enhance aspects of the functionality or related messaging within the system.

Partnerships: Maintaining a continued partnership with our recreational licensing vendor is an important factor for ongoing improvements, as are relationships with organizations like the RBFF, which provide valuable feedback and insight into the FWC's approaches to customer engagement.

Future status: Ongoing evaluation of the recreational licensing system and its use as a customer engagement tool will continue, as will the evaluation of its use.

People vary in the way they prefer to receive information and learn skills, so it is important for the FWC to provide customers with a wide variety of resources to meet as many needs as possible.

Objective 2

Continuation of the licensing auto-renew program.

R3 opportunity: Retention.

Timeline: Ongoing.

Target audience: Current license holders.

Implementation: FWC Office of Licensing and Permitting and Brandt.

Description: The automatic renewal program, or auto-renew, is a feature in the GoOutdoorsFlorida.com recreational licensing system website that allows customers to opt-in to have their fishing licenses automatically renewed without lapsing. By providing the ability to be continuously licensed, outdoors enthusiasts will always be ready for their next outdoor adventure. Launched in October 2015, the auto-renew program offers customers the option of having their licenses and permits automatically renewed, which reduces license lapse and churn. This retention tool is a customer convenience that provides more consistent renewals using secure tokenization technologies to process payments, and includes user-friendly tools and flexible features for customer-control, as well as proactive communications.

- The auto-renew program has generated \$1.6 million of new revenue annually, with over 200,000 total licenses and permits having been auto-renewed since implementation.
- This retention tool includes customers from all 50 states and five territories of the United States, as well as 37 countries internationally.
- This program has reduced Florida's average license lapse by more than 285 days.

Marketing method(s): This auto-renew tool is marketed within the license sale clickstream for customers using GoOutdoorsFlorida.com, and a pop-up message provides the customer with options to sign-up for the automatic renewal and the option to store a

By providing customers the option to have their fishing licenses automatically renewed, outdoors enthusiasts will always be ready for their next outdoor adventure.

payment method. Customers who are signed up for the auto-renew program receive an email reminder 15 days prior to the license expiration date explaining that their eligible licenses will be automatically renewed, and that the renewal process occurs six days prior to the license expiration date. Auto-renew features and the stored payment tokenization can be adjusted any time before the licenses expire. Online resources are also available to explain the auto-renew process.

Evaluation: Internal reporting is available to monitor use and a variety of program metrics. Southwick Associates also conducted a review of the FWC's auto-renew results for the first two years of program implementation. Their results indicate there is a reduction in churn and subsequent increase in the renewal rate. The outcome is more consistent license sales and participation of the FWC's customer base.

R3 fit in ORAM: This tool spans the retention section of the ORAM.

Support: No additional funding is needed for operation of this auto-renew program; however, staff time is helpful to assess whether updates are necessary, to review any new associated needs, and to enhance aspects of the program's functionality or related messaging to stakeholders.

Partnerships: Continued partnership between the FWC Office of Licensing and Permitting and our recreational licensing vendor.

Future status: Ongoing use of this retention tool, as well as monitoring and evaluation of metrics and results will continue.



Data Analysis and Evaluation

Objective

Use Statistical Analysis System to evaluate data, analyze trends and assist with R3 efforts, evaluations and marketing campaigns.

R3 opportunity: Evaluation and planning for efforts related to R3.

Timeline: Ongoing.

Target audience: FWC staff.

Implementation: FWC offices of Licensing and Permitting and Information Technology.

Description: SAS is a software program developed by the SAS Institute, which provides advanced analytics, analyses, business intelligence, data management and predictive analytics. The FWC offices of Licensing and Permitting and Information Technology currently use SAS, and have been assessing needs and developing plans to make SAS data for licensing available throughout the agency. This will help track sales data and analyze licensing trends, which can be used for marketing campaigns and to promote specific licensing options. SAS may also be used in future R3 program evaluations and identifying touchpoints and connections for R3.

Marketing method(s): Not applicable. Internal messaging only.

Evaluation: The SAS interface will assist with program evaluations and outputs, and help to assess overall outcomes as related to R3 initiatives.

R3 fit in the ORAM: This tool spans the retention section of the ORAM.

Support: No additional funding is currently necessary for the SAS software; continued training opportunities for FWC staff will be beneficial to use the tool to its full potential.

Partnerships: Continued partnership between the FWC offices of Information Technology and Licensing and Permitting, and the SAS Institute.

Future status: Ongoing use of this tool, as well as evaluation of results, will continue.



Communication and Marketing

Objective 1

Continuation of automated email communications for lice renewals.

R3 opportunity: Retention and reactivation.

Timeline: Ongoing.

Target audience: Current and previous license holders.

Implementation: FWC Office of Licensing and Permitting Brandt.

Description: License renewal reminder messages are a us tool to engage customers, serving as a reminder to remain licensed as well as a prompt to go out and enjoy an outdoor activity. In partnership with our recreational licensing vendor automated license renewal reminder emails are sent from GoOutdoorsFlorida system. These emails are scheduled to sent out five times: 30 days and one day before the license permits expire, as well as one day, 30 days and one year af the license's expiration. These courtesy reminders to custo are intended to prevent licenses and permits from lapsing, reducing churn. These emails are a practical customer serv tool, and may also serve a secondary purpose by promptir participation in the associated outdoor activities.

Marketing method(s): The messages associated with this automated reminder tool are the marketing method, with the emails generated in conjunction with license and perm transactions and orders.

Evaluation: While not entirely measurable, recipients of these reminder emails can be tracked for click-throughs to GoOutdoorsFlorida.com site and the conversion rate can be established. However, many recipients who receive the em not actually renew online with the link. The email may inst serve as a reminder for them to visit their local sales agent county tax collectors' offices, renew via toll-free telephone visit the online site later to renew their license. While the o of open rates, click-throughs and conversions may vary, th can be monitored and evaluated for trends, with an establ outcome of consistently retaining license holders to show for participation.

R3 fit in the ORAM: This tool spans the retention and reac section of the ORAM.

Support: While no additional funding is necessary, occasio FWC staff time is helpful to review email templates and en fresh and accurate messages to stakeholders.

Partnerships: Continued partnership between the FWC O Licensing and Permitting and our recreational licensing ve

Future status: Ongoing review and evaluation of these en continue.



Objective 2

Continuation of the current digital marketing campaign.

R3 opportunity: Recruitment, retention and reactivation.

Timeline: Ongoing.

Target audience: Multiple audiences are pursued and engaged using a variety of approaches and diverse advertising concepts.

Implementation: FWC Office of Licensing and Permitting and Brandt.

Description: With studies showing license purchases and participation in fishing and other outdoor activities on the decline, the FWC sought to find ways to reach new audiences and maintain engagement with current customer bases. In July 2016, the FWC partnered with Brandt to launch a digital marketing campaign using a blend of strategies to reach people online, specifically aiming for adults with outdoor interests. Innovative approaches have been used with this campaign, with a variety of ads incorporated. This includes retargeting ads for those who visit the recreational licensing website but who do not make a purchase; look-alike audiences for those with similar qualities to the FWC's current license holders; purchase patterns for those individuals who are shopping for fishing gear; and specific ads for Hispanic audiences.

Marketing method(s): This campaign uses a blend of strategies including retargeting ads, look-alike audiences, purchase-pattern behavior and Hispanic markets. Additional approaches will continue to be attempted and evaluated.

Evaluation: The digital marketing campaign has resulted in an output of over 29 million impressions, and an outcome of more than 100,000 licenses and permits sold annually.

R3 fit in the ORAM: This tool fits the recruitment and reactivation section of the ORAM for both new audiences, as well as new anglers to Florida.

Support: Occasional staff time is helpful to discuss new markets and concepts, or review new ads and details of seasonal campaigns.

Partnerships: Continued partnership between the FWC Office of Licensing and Permitting and our recreational licensing vendor.

Future status: Ongoing with continual monitoring and evaluation.



Objective 3

Continue using all available resources to engage with stakeholders and customers to support R3-related programs and initiatives.

R3 opportunity: Recruitment, retention and reactivation.

Timeline: Ongoing.

Target audience: A variety of audiences are evaluated per engagement approach. Former license holders who have lapsed; current or former license holders to advise of promotions for friends and family; and attendees at special events have all been a focus of these engagement concepts and approaches.

Implementation: The FWC Office of Licensing and Permitting, in coordination with the FWC Divisions of Freshwater Fisheries Management and Marine Fisheries Management, and the FWC Office of Community Relations' social media specialists.

Description: The FWC Office of Licensing and Permitting, with agency-wide support, has made use of creative approaches with current resources to engage stakeholders to remind them of upcoming and new FWC program opportunities, as well as extend an invitation to participate in various activities, including:

- On-demand email reminders and lapsed license campaigns. Using recreational licensing system data comparisons and SAS software to evaluate smaller target audiences, FWC staff has been able to develop and send marketing and promotional emails to engage with customers. The Granicus GovDelivery platform has been used as a distribution tool for these campaigns.
- Licensing representation and issuance at outreach events has been a new method that the FWC Office of Licensing and Permitting has been using to promote license information and sales.
- The FWC Office of Licensing and Permitting has been actively connecting with Florida's military bases and personnel to find opportunities to promote fishing and outdoor activities with this audience, as well as market the Military Gold Sportsman's license option to active-duty and fully retired military personnel.
- To remain engaged with aging outdoor enthusiasts, a concept Silver Sportsman's program is being considered by the FWC Office of Licensing and Permitting for Floridians 65 years of age and older. This concept program would work to encourage senior outdoor enthusiasts to not only enjoy their favorite outdoor activities, but also to engage younger audiences in those outdoor activities, which in turn bolsters recruitment initiatives.

Marketing method(s): These campaigns and new initiatives use both the MyFWC.com website and GovDelivery to communicate about the opportunities, and often partner with agency and divisional social media channels for associated posts. Unique tactics are considered for each opportunity to best evaluate efforts.

Evaluation: Open rates, click-throughs and associated license sales are being used as an indicator for success in these trials and marketing campaigns. New initiatives and outreach events are more subjective, and will need distinct measures to determine both outputs and outcomes.

R3 fit in the ORAM: This approach fits the recruitment and reactivation sections of the ORAM.

Support: Occasional staff time is needed for these efforts to evaluate data, pull audience groupings, assess updates, and evaluate the data after messaging. Close FWC intra-agency coordination is also necessary for outreach events and planning new engagement initiatives.

Partnerships: Tools and resources from the RBFF are helpful to guide and plan concept campaigns and initiatives.

Future status: Ongoing, with continual monitoring and evaluation.



Objective 4

Identify available resources and tools to transition customers between FWC programs and general participation in boating, fishing and conservation activities.

R3 opportunity: Recruitment, retention and reactivation.

Timeline: Ongoing.

Target audience: A variety of audiences will be researched and considered to better engage using various approaches, as noted.

Implementation: FWC divisions of Freshwater Fisheries Management and Marine Fisheries Management, and offices of Licensing and Permitting and Information Technology.

Description: With an ongoing need to better understand stakeholders, evaluate agency programs, identify touchpoints through a customer journey and create connections among those touchpoints, emphasis must be placed on gaining a better understanding of FWC's stakeholders and programs. This includes the following:

- Design marketing and communications plans to expand each of the FWC's R3 programs. Program staff must develop marketing and communications plans that coincide with recruitment, retention and reactivation plans by reaching targeted audiences with appropriate content and through the most applicable channels.
- Determine specific target audiences to focus on growth and potential expansion of each program, with emphasis on ideas and models designed to reach young adults, minorities, women and families who have an interest in outdoor activities or fishing. Use of the Southwick Associates analysis of Florida's license data and tapestry information that the Office of Licensing and Permitting contracted on and budgeted for in 2017 will assist with insight and guidance of audience selection.



- Continue to invest in appropriate tools, including staff training, to evaluate and compare respective data to monitor program success and help identify gaps. This includes SAS software as well as Southwick Associates evaluations and recommendations; however, it may also include identification of additional communication tools such as event management software to share opportunities and information. New methods to provide resources, instruction, and prospective event opportunities to stakeholders will benefit the individual and the agency's overall R3 efforts.
- An ongoing review of resources on various mediums to help relay information to all anglers, with an emphasis on entry-level novices. The FWC provides all-inclusive information on fishing and licensing on various web links of MyFWC.com/Fishing and MyFWC.com/License. Additional "new angler" content may be a helpful source to continue providing information about fishing and angling opportunities, fresh approaches to information and instructional tips. These resources can be further coupled with the agency's social media sites, where many stakeholders, especially younger generations, look for information as well as social acceptance. The FWC should also continue to cross-promote through various channels as warranted.
- With the growing use of smart phones and tablets, stakeholders expect instant, up-to-date information. The FWC provides a mobile Fish|Hunt FL app to access fishing, boating and licensing information, allowing customers to access and purchase licenses, and connect to agency information and regulations. For avid freshwater anglers, the Division of Freshwater Fisheries Management also has a TrophyCatch app available so participants can easily submit their catches to influence the management of Florida's freshwaters. In evaluating R3 programs and opportunities, the FWC may want to consider including additional resources on these apps, or the development of additional apps to provide easily accessible information and opportunities to stakeholders.
- The FWC uses emails to segment, reach and engage stakeholders with news, press releases, reminders and tips. These emails are tracked through GovDelivery and the reporting metrics, including delivery, open and click-through rates are analyzed weekly. Stakeholders may sign up to receive customized emails and text messages on listed topics of interest. FWC staff may also use restricted lists to send targeted messaging as needed.
- Continue availability of printed materials for reference and promotion, with the FWC currently offering printed fishing regulations, informational cards, pamphlets, and materials for regulations and programs. These resources are available at FWC offices, tax collectors' offices, agent locations, various outreach events throughout the state and digitally at MyFWC.com for customers to access or print on-demand.



Marketing method(s): Continue to market, communicate and cross-promote existing programs and initiatives available through the FWC and its sister-agencies and partners to better provide touchpoints for the customer journey. This should include discussions and opportunities for future programs that will effectively provide learning tools and engage stakeholders. Develop new marketing and promotional materials and avenues to communicate information about fishing, conservation, and the Federal Aid in Sportfish Restoration Act. This can include promotional items specific to licensing to be used for outreach events, and could involve partnership with other agencies and organizations for potential placement of information on websites or development of advertisements in magazines and publications.

Evaluation: Appraise all available channels for marketing and promotional concepts, and effectiveness. This may include new or different approaches to print, digital media and marketing; website management; email campaigns; video production; social media options such as Facebook, Instagram, Twitter, Snapchat and YouTube; agency and partner apps; and radio, television, billboards, direct mail and outreach events.

R3 fit in the ORAM: The actions included in this objective span the recruitment, retention, and reactivation sections of the ORAM.

Support: While no additional funding is currently necessary, strategically identifying connection points with programs and available resources will help determine whether further resources or tools to better serve agency needs and stakeholders would be beneficial.

Partnerships: Tools and resources currently available from partner agencies may help with these actions and initiatives.

Future status: Ongoing.





Conservation Workshops

Becoming an Outdoors-Woman

Objective

Through education, the Becoming an Outdoors-Woman program helps ensure healthy, diverse fish and wildlife populations for future generations, as well as compliance with fishing and hunting regulations. The program's educational components are focused on the needs of adult learners, with the classes being taught in a very "hands-on" way. The program's success will be associated with the ratio of new participants to existing participants, as the program aims to recruit women to outdoor recreation, retain their participation over time and encourage those who have lapsed in participation to learn new outdoor recreation skills or refine ones previously learned.

R3 opportunity: Recruitment, retention and reactivation. BOW participants are educated on the conservation and management of Florida's fish and wildlife resources, and leave with a sense of stewardship for Florida's valuable natural resources. The program offers new or existing outdoor recreationalists a chance to develop and enhance their skills for various outdoor activities.

Timeline: Ongoing. Events occur multiple times a year at various locations and run from Friday through Sunday.

Target audience: Women age 18 and older. Participants span the ages of 18 to 80 years of age.

Implementation: BOW enhances partnerships that leverage benefits related to agency strategies and enhances effective communication with stakeholders. Florida residents and visitors are provided with opportunities to view native wildlife and experience the rugged expanses of Florida's great outdoors.

Description: BOW workshops focus on the learning of outdoor skills usually associated with hunting/shooting, fishing and non-consumptive (canoeing, camping, etc.) activities. BOW aims to provide an educational program that allows women to be more comfortable participating in outdoor activities and conservation initiatives. There are 100 participants at each biannual BOW workshop, for a total of 200 participants annually. Class sessions are limited to 12 participants each. The FWC is looking to add at least two additional BOW workshop events to bring the total of annual participants to 400 individuals by 2019.

Marketing method(s): While there is no formal marketing and/or communication plan currently in place, BOW events are advertised through news releases, FWC brochures and regulations, various FWC social media outlets, word-of-mouth by previous participants, and at the BOW event itself. The FWC is in the process of conceptualizing a specific marketing and/or communication plan for this initiative.

Evaluation: The current BOW program records information on participants' level of enjoyment and retention of knowledge learned at the workshop. Additionally, the program gathers demographic data through a survey that captures participants' personal information to ensure the program is reaching its target audience. The program will provide a follow-up survey for participants within a six-month window of completing the workshop.

R3 fit in the ORAM: The program provides opportunities for women to become involved in outdoor recreation while also enhancing previous skills from existing recreationalists. The program allows for participants to continue with and without support while providing a trial of various outdoor activities.

Support: The program currently needs additional funding as well as additional FWC staff time. The workshops cannot currently be offered more frequently due to limited FWC staff availability. The need for additional volunteers to help run the program is an FWC priority to aid in program expansion.

Partnerships: Continuing relationships with existing partners and gaining additional partners will bolster the program's current success and will be the impetus behind future expansion. Partners such as the Florida Sportsmen's Conservation Association and Ducks Unlimited have dedicated their resources to making the BOW program a success.

Future status: As the program is currently constructed, the BOW initiative is reaching its target audience and has been a success. Obstacles such as financial resources and limited FWC staff time have slowed the growth of this program, but the FWC will be applying more resources to the program to help reach its full potential. A meeting was held in April 2018 to address concerns and guide staff into expanding the growth of the BOW program.





Urban and Community Fishing

Fish Orlando

Objective

Bring quality fishing to families by providing and promoting convenient fishing opportunities in the Orlando area with an emphasis on tourism and promotional components. Ensuring healthy fisheries in family-friendly settings is crucial for the success of the program. Objectives are measurable.

R3 opportunity: Introducing anglers to Orlando’s lesser-known urban ponds and fishing opportunities fulfills the recruitment initiative, while the appropriate FWC management of the resource, and the fishing and boating education provided by FWC staff fulfills the retention initiative. Orlando’s continued urbanization provides opportunities to remind residents and visitors where the quality fishing areas are in order to fulfill the reactivation initiative, as there are fewer quality fishing areas available in urban Orlando than in other parts of the state.

Timeline: Ongoing.

Target audience: Families. With about 90% of individuals being introduced to fishing by a family member, this group is extremely important to target. The audience is being reached as the FWC documents and records participants at agency-managed resources.

Implementation: The FWC’s Division of Freshwater Fisheries Management will continue managing the four Fish Orlando urban ponds for beginning anglers and avid anglers, as well as the five Fish Orlando “Fab Five” water bodies managed for quality-sized fish and/or a unique fishing experience. The division will also continue the management, protection, and preservation of bass fishery habitat at the four Fish Orlando “Big Waterbodies”, and will continue offering the three public “Fantastic Fishing Day” events.

Description: Three of the five annual Fish Orlando events are held on urban ponds managed for beginning anglers by the FWC’s Division of Freshwater Fisheries Management. Fish Orlando’s goal for the urban pond output is one fish caught per child per event or three channel catfish collected per man-hour by FWC biologists during the spring evaluation. One of the five annual Fish Orlando events is held on Starke Lake, which is classified as a “Fab Five” fishing location. The FWC’s “Fab Five” lakes are managed for a quality and/or unique fishing experience. The goal for Starke Lake is an electrofishing rate of 100 bass/hour (60 per hour is considered

acceptable) with at least 20% of the adult fish being 14 inches or longer. Additionally, the last of five annual Fish Orlando events is hosted at Blanchard Park and is the longest running event in the state. Blanchard Park is in Orange County, which is a vital partner in the Fish Orlando Program.

Marketing method(s): Fish Orlando is promoted on MyFWC.com/fishing/fishorlando, the Fish Orlando app, and a quarterly fishing forecast at MyFWC.com/fishing/freshwater/sites-forecast/fish-orlando. At the beginning of each fiscal year, the FWC posts the Fish Orlando family fishing event schedule at the sites and in the online fishing forecasts. The schedule also includes references to other opportunities where families can learn about fishing (i.e. Anglers for Conservation, Bass Pro Shops Orlando Summer Camp, Bill



Frederick Park at Turkey Lake Aquatic Wonders Camp). The FWC has distributed over a quarter million maps to constituents from more than 40 states and 13 countries. The program has also been featured in prominent fishing magazines (Bassmaster, Outdoor Life, Florida Sportsman), participated in radio and television shows, and been covered in the local news. Currently, the agency has summary promotional literatures in all Fab Five and Urban Ponds kiosks; makes appearances at various retail fishing establishments; and gives presentations to bass clubs, fishing clubs and civic organizations.

Evaluation: The FWC will track the number of families using Turkey Lake’s (“Fab Five”) boat loaner program, as well as the number of fishing licenses purchased to participate in the program. The agency is tracking the boat loaner program customers’ home state/ country, as well as the consumers using the Fish Orlando fishing maps. The agency has completed return on investment studies on the “Fab Five” by doing before-and-after management surveys with anglers, before-and-after hybrid striped bass management surveys, as well as angler surveys related to the quality of the fishing.

R3 fit in the ORAM: Anglers based out of central Florida and those in the area who would like to begin fishing have exposure to resources throughout Orlando that are managed by the FWC. Family-friendly environments and continuation of fishing, along with experience and additional education, evolves into continuation of the activity and self-support.

Support: Further assistance in producing Fish Orlando promotional literature and utilizing technology and social media requires additional funding and FWC staff time.

Partnerships: The Fish Orlando program was designed for partner support so that the size of the staff and state budget would not limit the expansion of the program. Partners offer both financial support and additional resources such as necessary aeration systems, the construction of fishing piers and docks, providing boats for the boat loaner program, managing vegetation, promotional endeavors, staffing events, and providing prizes for family fishing events.

Future status: The FWC’s Division of Freshwater Fisheries Management will continue to partner with the FWC’s Fish and Wildlife Research Institute regarding research needs and/or analyzing results, and with the FWC’s Habitat and Species Division both for managing vegetation (Invasive Plant Section) and completing habitat enhancement projects. A survey of current Florida freshwater fishing license holders could be conducted to assess how many participants were positively influenced to fish through the program or other urban fishing opportunities, pending additional staff time and funding.



South Region Fish Management Areas

Objective

The FWC plans to have a 10-25% retention rate of anglers who have fished on the Fish Management Areas at least once and hopes to incentivize 15% of the local (defined by distance to FMA) residents to fish on a FMA, with 10% continuing to purchase a fishing license five years after surveyed. This survey would include data analyses and would take at least six years to complete, pending funding and FWC staff time availability.

R3 opportunity: The ability to create angler access and increase the opportunity for those in urban areas to fish in a resource fulfills the recruitment and retention initiatives. The FMAs also provide an area for fish camps, experiential outdoor expos/outdoor discovery programs, tackle loaner programs, and can be host sites for high school fishing tournaments, which adds to the recruitment and retention initiatives.

Timeline: Ongoing.

Target audience: Males and females of all ages and ethnicities. However, in recent years the growing Hispanic demographics in south Florida have led to more outreach that specifically targets this user group. But the target audience is being reached at a limited extent.

Implementation: More specific focus on R3 messaging on FMA signage and the installation of additional informational kiosks. A recent redesign of a template for all of the FWC's Division of Freshwater Fisheries Management FMA brochures includes specific R3-related initiatives, including license purchasing information and TrophyCatch and Big Catch angler recognition program information.

Description: FWC's Fish Management Areas provide easily accessible angling opportunities to the general public, particularly in urban areas where angling opportunities may otherwise be few. A secondary goal is to increase license sales through creating and maintaining urban fishing opportunities. The success of this program will be determined through identifying a measurable increase in angler effort on the FMAs over time and a corresponding increase in fishing license sales in the surrounding areas.

Marketing method(s): FWC's Division of Freshwater Fisheries Management continually promotes angling opportunities statewide, and has added the specific R3 effort of "Vamos a Pescar" in Miami at a FMA (two events), and the Palm Beach County Outdoor Adventure Day in Lake Worth (one event completed, one planned), which are promoted through various FWC channels. On-site FMA signage at all of the FMAs and two informational kiosks at Plantation Heritage FMA provide angler information, but have not been tailored to R3 objectives. The FWC will improve the signage around the FMAs to reflect R3 messaging. FMA literature is provided at the park offices, but literature dispensers at the informational kiosks or additional signs may be added.

Evaluation: The FWC staff conducts creel surveys to determine FMA use, and measure angler effort and the number of hours anglers

The goal for the FWC's Fish Management Areas is to provide easily accessible angling opportunities to the general public, particularly in urban areas where angling opportunities may otherwise be few.

spend at a specific site. General observation indicates that effort has greatly increased on most or all of the South Region FMAs, as the local populations have also increased. Further, the Hispanic percentage of the population has increased. More families than individual anglers are being observed fishing on the FMAs, also contributing to increased angler effort.

- Two Hispanic-targeted events, Vamos a Pescar (“Let’s Go Fishing”) in 2015 and 2016 drew 1,000 and 750 primarily Hispanic participants respectively.
- In 2017, a Palm Beach County Outdoor Adventure Day at a non-FMA (but cooperatively managed water) drew 1,300 participants of which the majority identified as Hispanic.

R3 fit in the ORAM: FWC management of resources for increased angler success allows anglers better opportunities to catch fish and increases their angling self-efficacy. The ability for a FMA to be a host site for various R3 angling events increases the number of anglers that will have fishing experiences on the resource and increases outreach opportunities.

Support: Print publications and signage (on-site advertising) are an economical method of conveying information to large audiences. Additional funding for more print publications is necessary. Updated FMA signage that better communicates R3 messaging and encourages participation is needed. Limited FWC staff time is the largest limitation to R3 promulgation in the FMAs, and is an indirect result of limited funding. With additional staff, the creation and dissemination of more appropriate FMA signage and literature, better support of rod and loaner programs, more time to plan and execute outreach events, and better follow-up with attendees is achievable.

Partnerships: All of the South Region FMAs are in county or local parks, and county cooperators have supported the FWC with practical FMA management activities (such as vegetation control and site maintenance) as well as support for events including Vamos a Pescar, the Palm Beach County Outdoor Adventure Day, fishing and boating camps, and (historically) fishing clinics. The FWC leverages statewide communications through the FWC website, social media and the “Florida Freshwater Fishing Regulations.” To the FMAs in particular, the FWC brings the fisheries expertise to create conveniently located and attractive fisheries that can recruit, retain and reactivate anglers. The current FMA program would be difficult or impossible to continue successfully without support from the local county governments.

Future status: The FWC will begin to research ways to allocate more funding to FMAs to create more R3 events where staff can engage with new audiences and have an increased presence at the resource. Spanish translation for brochures and regulations is a demographic-specific resource that the agency will consider implementing.



Northeast Region Fish Management Areas

Objective

Jacksonville Fish Management Areas provide convenient fishing access and opportunities to residents and visitors in the surrounding area. Through intensive management via bank fishing access points, aeration systems, fishing feeders, vegetation control and stocking, the FMAs strive to provide positive and successful fishing experiences for anglers of all experience levels. Over the next year, the FWC will focus on creating urban ponds, which will provide the opportunity to host more family fishing events at the Jacksonville FMAs.

R3 opportunity: Providing convenient fishing access for anglers in urban environments and carefully managing the waterbodies to ensure a great fishing experience fulfills the recruitment and retention initiatives. This program also allows for increased opportunities for hosting family fishing activities and other R3 events at these urban ponds.

Timeline: Ongoing

Target audience: Residents of the Jacksonville community – specifically targeting those without boats. The goal of the FMAs is to increase family fishing participation, thus the agency wants to target new and existing anglers. The FMAs are designed to be very novice-angler-friendly, and increase the rate and success of family fishing opportunities.

Implementation: The FWC will apply more resources to these FMAs to refocus attention on creating urban ponds designed to increase family fishing and R3-related activities. Updated brochures and signs will be installed to enhance awareness of this change to the Jacksonville FMAs.



Description: The goal of FWC's FMAs is to provide easily accessible angling opportunities to the public, particularly in urban areas where angling opportunities may otherwise be few. A secondary goal is to increase license sales through creating and maintaining urban fishing opportunities. The success of this program can be determined through identifying a measurable increase in angler effort on the FMAs over time and a corresponding increase in fishing license sales in the surrounding areas.

Marketing method(s): No formal marketing and/or communication plan has been developed for these specific FMAs. The FWC staff in the region is developing a new Jacksonville area FMA brochure. The FWC advertises the kids fishing clinics and derbies through print and various online channels as they are conducted each summer at the FMAs.



Evaluation: The FWC will conduct creel surveys so the agency will have a better understanding of FMA use, such as angler use of the FMA and the amount of time spent on the resource.

R3 fit in the ORAM: The FWC continuing to manage the resource provides anglers with an opportunity to begin fishing or enhance existing angler skills. The resource also allows anglers to have the chance to continue with or without support by having the FMA continuously maintained.

Support: Staffing of the FMA is currently considered a primary need. The FMAs can be managed in partnership with the city of Jacksonville, however, increased FWC staff time and resources are necessary to maintain the FMAs at their current state. With the FWC looking to expand the program and R3 initiatives, additional staff time and resources will be needed at the FMAs.

Partnerships: The City of Jacksonville is a primary partner because they maintain the parks where the FMAs are located. FWC staff coordinates with staff from the City of Jacksonville to maintain fishing lanes, roads, etc. The FMAs also receive occasional assistance from the FWC's divisions of Marine Fisheries Management at Jacksonville University and the Fish and Wildlife Research Institute, Law Enforcement, Invasive Plant Management and Aquatic Habitat Restoration/Enhancement Subsection.

Future status: The FWC plans to create additional R3 initiatives at the Jacksonville FMAs and bolster those efforts through the implementation of various marketing efforts, pending the ability to increase the amount of staff time and resources dedicated to ensuring this program's success. The FMAs are looking to refocus their efforts into managing the resource as urban ponds and enhance family fishing experiences.



Fisheries Stock Enhancement

Hatchery Outreach and Research at FWC Facilities

Objective

Continuing to conduct tours and various educational opportunities at the FWC's fish hatcheries.

R3 opportunity: Educational events at FWC's hatcheries support efforts to recruit, retain and reactivate anglers by educating attendees on the important role that stock enhancement plays in the vibrancy and success of Florida's fisheries, and the various research and spawning methods that take place at each hatchery.

Timeline: Ongoing.

Target audience: Stakeholder groups, elementary through high school classes and the public.

Implementation: FWC's divisions of Freshwater Fisheries Management and Marine Fisheries Management, and the FWC Fish and Wildlife Research Institute.

Description: FWC's hatcheries inform fresh and saltwater anglers of the role stock enhancement research plays in managing Florida's resources and how the SFR funding contributes to those efforts.

The FWC has two freshwater hatchery locations: Richloam Fish Hatchery at the Florida Bass Conservation Center in Sumter County and Blackwater Fish Hatchery in Santa Rosa County. These two facilities stocked over 5 million fish during fiscal year 2015-16. Species include: bluegill; redear sunfish; sunshine bass hybrids; striped bass; channel catfish; crappie; and largemouth bass. These facilities stock Florida's freshwater resources to manage the resource and provide great fishing experiences. Both freshwater hatcheries have visitor centers and provide tours when requested, as well as seek diversity in the types of groups they host for educational experiences.

- The FWC's Division of Freshwater Fisheries Management's Florida Bass Conservation Center hosted a two-day symposium dedicated to freshwater stock enhancement programs in the state of Florida. The event was attended by representatives from the Fish and Wildlife Research Institute and the University of Florida, and the symposium focused on black bass stocking and research advances, current projects and future directions. The symposium attendees confirmed the success of FWC's exploration of fish rearing techniques, as they provided fisheries managers with a range of tools to address their needs.

- FWC’s Division of Freshwater Fisheries Management’s Blackwater Fish Hatchery hosted a delegation from Indonesia sponsored through the U.S. Department of State’s International Visitor Leadership Program and the Gulf Coast Citizen Diplomacy Council. The delegation learned about Florida’s aquaculture management practices and the role of Florida’s public fish hatcheries as compared to fish hatcheries in Indonesia in terms of resource management and conservation, along with production for consumptive use. The delegation was provided a tour of the hatchery facilities and engaged in discussions regarding production methods and species, the role of Florida’s public hatcheries in resource management, effects on the tourism and recreation industries, and funding resources for public hatcheries in the state.



- FWC’s Division of Freshwater Fisheries Management’s Blackwater Fish Hatchery hosted a group of bird enthusiasts who visited the facility as part of a Great Florida Birding Trail event. The hatchery is a designated stop along the Trail, as it is home to a wide variety of bird species that utilize the aquatic and terrestrial habitats found at the facility. The group was also given a tour of the hatchery following their bird watching activities.
- The FWC has a marine Stock Enhancement Research Facility in Manatee County. Tours are provided.
- SERF hosts special opportunity fishing events onsite during the summer months to introduce campers to fishing and teach them ethical angling skills, and how to be good stewards of Florida’s natural resources.
- SERF coordinates with Florida agriculture and science teachers to bring aquaculture studies to the classroom. This program engages students in activities that help them learn about stock enhancement and its role in supporting Florida’s marine fisheries. The program is designed to teach students ranging from fifth grade through college the basic principles of aquaculture (fish-raising), fisheries research, and conservation principles.

Marketing method(s): Each hatchery coordinates with its local school administration, stakeholder groups, etc. Although there is currently no formal marketing or communications plan in place for this program, the FWC is in the process of developing additional marketing campaigns for various events hatcheries are able to host. The FWC’s Division of Freshwater Fisheries Management often promotes both freshwater hatchery locations on its social media pages.

Keeping the state’s fisheries thriving ensures that anglers will continue to have successful fishing trips and may influence out-of-state anglers to visit the Fishing Capital of the World.

Evaluation: Currently, there is no evaluation process for hatchery outreach. But the agency plans to create a follow-up survey that will be distributed within two to four months after the hatchery tour or education opportunity. The surveys for participants attending a hatchery tour will contain components involving fish species identification, habitat management and elements of enjoyment while at the hatchery, as well as questions to determine if the experience influenced participants’ decision to purchasing a fishing license.

R3 fit in the ORAM: The FWC’s stock enhancement and research programs contribute to the success of Florida’s fisheries and tourism opportunities. Keeping the state’s fisheries thriving ensures that anglers will continue to have successful fishing trips and may influence out-of-state anglers to visit the Fishing Capital of the World.

Support: No additional support is currently needed to continue this program.

Partnerships: Partnerships between the FWC’s divisions of Freshwater Fisheries Management and Marine Fisheries Management are ongoing, as well as partnerships with local schools and fisheries enthusiasts.

Future status: The FWC plans to continue to offer as many tours and educational opportunities at the fish hatcheries as possible with current staff time and resource availability.



Youth Fishing Programs

Fish Camps

Objective

The FWC seeks to recruit a robust set of diverse youth anglers by providing a safe and fun introduction to recreational fishing that ensures continued participation in the sport. In 2017, there were over 2,500 kids that participated in fresh and saltwater Fish Camps at 42 sites statewide. The upcoming goal for the agency is to increase youth participation in these camps to 3,000 participants after 2018.

R3 opportunity: Fish Camps provide skills and promote engagement in the sport of fishing (recruitment) while bringing youth to a skill level where they can continue to fish on their own without support (retention). This program can also reactivate lapsed anglers by getting parents/guardians involved in fishing again.

Timeline: Ongoing.

Target audience: Youth from fourth to tenth grade. Research indicates that active participation in fishing as an adult is directly related to active participation as a youth. But research also shows that youth fishing participation has declined over the past decade. It is important to reach potential or current youth anglers to involve the next generation in fishing at an early age. The FWC needs to be more efficient in reaching a diverse group of youth to continue the success of this program.

Implementation: The FWC trains partners to run week-long camp programs and shorter two to three day programs. Partners are trained using a 40-hour protocol that includes instruction on how to fish with different types of gear, how to collect bait, the importance of fish habitat, an understanding of fish biology, catch-and-release techniques, rules and regulations, and additional ethical angling skills. Partners agree to run a minimum of two camps per year and must have a way to access fishable habitat.

Description: Fish Camps are intended to provide a fun environment for kids while teaching the necessary skills for the campers to fish independently, along with providing educational material that fosters ethical, conservation-minded anglers. The Fish Camp program also strives to provide quality fishing opportunities and offer camps in demographically diverse communities.

Marketing method(s): Word of mouth is typically used to find new partners who can support Fish Camps. This program uses an annual budget to buy equipment for new partners and to support current partners with promotional items for each camper. Partners

market their program locally and FWC's Florida Youth Conservation Centers Network markets all camps through MyFWC.com and FYCCN.org.

Evaluation: Campers take a pre-survey and post-survey that is returned to the FWC, along with the campers' contact information. The surveys inquire about the campers' previous fishing experiences, interest in fishing today, intention to fish in the future, fishing skills before and after the camp, ability to fish without assistance, and attitude toward conservation. Involving new anglers and helping them get started and fully engaged in the sport will result in an overall increase in participation in angling and knowledge of conservation. The agency dedicates many resources to help facilitate these camps and conduct research on their effect on campers' fishing intentions.

- Results from a 2012 follow-up participant feedback tool showed that all campers maintained or strengthened positive aquatic stewardship attitudes and their confidence in going fishing by themselves with little or no help from an adult.
- Active anglers (81% of campers that reported they had fished three or more times in the past 12 months) had improved or maintained angling skills and enthusiasm for fishing.
- Of the campers that took part in the 2012 follow-up tool, 46% indicated they had fished 13 or more times.
- In 2012, 54% of youth that attended the Joe Budd Fish Camp and turned 16 years of age or older, had become Florida fishing license holders.
- The FWC will conduct a follow-up assessment with the participants within a six-month window of when the event concluded.

R3 fit in the ORAM: Fish Camps help recruit youth, introduce them to fishing and educate them on the conservation of aquatic resources. Further, the program provides enough hands-on fishing practice to establish participants as recreational anglers and increase their self-efficacy. Having youth involved in this extended program also introduces parents/guardians to fishing as well.

Support: Increased funding for staffing and materials is needed to support additional partners and to continue supporting current partners, as equipment costs continue to increase. Software that gathers participant contact information, registration and surveys would assist in the evaluation process. A formal marketing plan would help promote the program more efficiently.

Partnerships: This program is based on partners providing Fish Camps based on training, equipment and promotional items the FWC provides to each partner. Partners could also help promote and offer improvements for the program.

Future status: Continued coordination within the FWC, specifically with FYCCN's regional coordinators to help find new partner organizations. Cross-promotion of these programs throughout the agency will expand awareness to the desired target market as well as reach other interested groups.



Kids' Fishing Clinics

Objective

Educate youth about fishing through hands-on skill stations that explain the role of anglers in fisheries management, demonstrate fisheries conservation techniques and offer on-site fishing opportunities. Depending on the clinic and its location, the number of participants may range anywhere from 100-500 participants per clinic. Partnerships with organizations that run these events are instrumental to ensuring program success. In 2018, the FWC is on pace for 2,000 attendees with the goal of getting that number close to 2,500.

R3 opportunity: The FWC introduces participants to basic fishing skills and conservation messaging (recruitment). Introducing kids to fishing also allows for parents/guardians to participate and have them actively involved in the activity moving forward (potential for recruitment, retention and/or reactivation). The FWC's engagement with participants allows them to grasp concepts more firmly and better retain what they are learning. Through the clinics, individuals learn about the conservation of fishing resources, habitats and various species. The interaction also allows FWC staff to learn about potential barriers to fishing for participants and how the agency can address concerns.

Timeline: Ongoing.

Target audience: Youth 5-15 years old. This group is important for recruitment, as most are just being introduced to fishing skills and conservation messaging. The FWC also reaches the volunteers that assist with the events. This assists in retention as they enjoy teaching the younger participants about fishing. The agency believes they are reaching this audience, but a more systematic evaluation would enhance the future growth for this program.

Implementation: Occurs by engaging the public in person, actively participating in conversations about fishing, providing fishing resources, answering questions, explaining the importance of purchasing a fishing license and how to do so. In order to have a greater impact on the resource and foster a successful clinic, FWC staff congregate where the anglers are fishing to answer questions and assist with fishing techniques. Partners actively teach youth skills regarding fishing, ethical angling and conservation. The FWC provides fishing resources (every participant receives FWC publications and promotional items.) FWC law enforcement officers also attend the clinics to engage and interact with the participants, as well as their parents/chaperones, and to answer any questions.



Description: The FWC recognizes that participating in Kid's Fishing Clinics may be a child's first time fishing, and they sometimes catch their first fish during this program. These events are run by the FWC in partnership with local coordinators (non-FWC organizations) to allow a sufficient amount of time and volunteers for one-on-one interaction with participants. We want to recruit, retain and reactivate these anglers so they can either begin or continue to use Florida's resources.

Marketing method(s): Press releases are used to promote the events. Postcards are sent out to past volunteers who work clinic stations to help get them more involved and continue their participation as a volunteer. The FWC also provides local coordinators with posters and messaging to help promote the events. Most of the marketing for the event happens locally through the local coordinator who produces the event. There are a wide variety of ways that these events are promoted, including social media, posters, videos and more. The FWC is limited in its funding for marketing.

Evaluation: The agency measures the number of participants based on registration forms. The current forms ask about previous fishing experiences. The agency records youth participant's name and age and tracks future license purchasing at the required age. Success is measured through pre-test and post-test questions, checking for participant retention of information. Success will be achieved with an increase in license purchases for younger generations and the continuation of license purchases thereafter, as well as low churn rate for older participants. Kid's Fishing Clinics will use the metrics of fishing engagement, knowledge and license purchases as measures of success. Participants will receive a survey six months after their participation in a clinic.



R3 fit in the ORAM: Includes interest, awareness and trial opportunity. By participating in the clinics, individuals can become self-supportive and continue fishing without further assistance.

Support: Funding is needed to market to diverse groups, to provide equipment to program partners who run clinic events and to purchase software to develop a more efficient way to track program participants and evaluate the programs. Creating additional partnerships in specific locations would be beneficial in order to host more events in diverse locations. Additional FWC staff and volunteer assistance would also assist in the continued success of these events.

Partnerships: Partners are instrumental in hosting these clinics, providing funding and expertise, giving out publications, promoting and marketing the program, and spreading conservation messaging. Increased partnerships would allow more youth to be exposed to FWC conservation and R3 messaging while also introducing such information to those outside the target audience.

Future status: Continue to build partnerships and develop a marketing strategy to reach diverse groups, along with acquiring the software and necessary expertise to develop more efficient evaluation methods. The FWC will strive for greater efficiency in coordination between Divisions to locate additional volunteers and staff to help support and promote these events.

Nature Coast Fishing for Youth

Objective

Reach out to youth in communities near the Senator George G. Kirkpatrick Marine Laboratory in Cedar Key to increase fishing skills and teach conservation practices.

R3 opportunity: Provides awareness and interest in fishing, as well as a trial component. Program allows individuals to strive for continuation with support (retention). The program also reactivates lapsed anglers, such as family members or guardians.

Timeline: Ongoing.

Target audience: Youth between the ages of 5-15 years of age in areas near Florida's Nature Coast. The agency wants to recruit youth from diverse backgrounds to this program to gain insight on participants' level of knowledge about fishing.

Implementation: Engaging the public in person, discussing topics about fishing, providing fishing information and resources (fishing poles, bait and tackle, printed publications, directing people to websites/apps, etc.), answering questions, teaching ethical angling practices, and educating attendees on the process of purchasing a license and the conservation values it supports.

Description: The goal of this program is to recruit, retain and reactivate youth anglers and make them aware of ethical angling practices and opportunities that the FWC provides for anglers. The agency is striving to reach a lower-income population of youth with an interest in fishing, as well as their parents. The program consists of 15 events, each with 15 youth participants and their respective parent/guardian(s). The program reaches about 450 participants annually.

Marketing method(s): The agency promotes the program on MyFWC.com, at various outreach events and at the event itself. A marketing plan will be developed focusing on rural regions in the area and promotional opportunities at various schools in the vicinity.

Evaluation: This program will be evaluated using the metrics of license purchases, fishing knowledge and agency perception.

Objectives are measured with an on-site pre-survey and post-survey. The surveys ask about previous fishing experiences, interest in fishing today, intention to fish in the future, fishing skills before and after, ability to fish without assistance, and attitude toward conservation. Involving new anglers and helping them get started and fully engaged in the sport will result in an overall increase in fishing participation and knowledge of conservation. The agency will contact the participants with a digital survey between six to twelve months after the conclusion of the event.

R3 fit in the ORAM: The interactive, in-person educational experience allows youth (and their parents/guardians) to have awareness, interest, and a trial experience in saltwater fishing, and also provides an opportunity to interact with FWC staff.

Support: Software and expertise to develop a way to gather participant registrations, pre-tests, post-tests, and follow-up surveys after events is needed. Continued involvement from partners is also needed to help provide additional resources for participants.

Partnerships: Partners continuing to provide promotional items and resources for these events is vital. Fish Florida has provided fishing poles to be given away to youth who take part in the program.

Future status: Continue to engage youth in the Nature Coast area. This program typically fills up quickly since pre-registration is required, and will need additional staff support from other FWC divisions to ensure the growth and success of this program with an increased number of participants. Due to the success of this program, the FWC is considering using the model to apply in other rural areas around the state.



Fishing Derbies

Objective

Conduct events for participants to enhance their fishing skills in a supportive environment.

R3 opportunity: Recruitment, retention and reactivation. The exposure to fishing at a young age and the trial aspect of this program allows for participating anglers to decide if they want to continue fishing with or without support. These derbies also add the benefit of potentially reactivating a secondary audience (parents/guardians who participate with their children). Reaching youth anglers and increasing their understanding of conservation initiatives also assists in increasing participation in fishing.

Timeline: Ongoing.

Target audience: Kids ages 5-15 years old. These kids are largely dependent on their parents and have lots of competing interests. But educating this age group on conservation ethics and assisting in their confidence in fishing skills is critical to recruit and retain new anglers.

Implementation: The FWC holds regular derbies with partnering municipalities and businesses. These are often tied to other events such as Earth Day, Founders Day, etc. The agency stocks ponds or enclosures to concentrate fish, utilizes maintained cane poles for individuals who do not have their own equipment and often cooperates with local businesses/municipalities to provide prizes.

Description: The agency provides fishing derbies in order to offer participants a supportive environment to learn how to fish and develop confidence in their skills so they can continue fishing without support. The FWC conducted 36 fishing derbies during 2016-2017 and had a total participation of around 7,800 attendees. The agency plans to reach 8,000 attendees by the end of the 2017-2018 fiscal year.

Marketing method(s): These derbies are publicized through the FWC's Public Information Coordinators regionally and statewide. Word of mouth, social media, print and Granicus email subscriptions are used to promote the derbies.

Evaluation: Currently the total number of participants is being tracked. More effort is needed to quantify whether the individuals who participate in derbies go on to purchase a license once they reach the required age. The FWC will adapt the program's evaluation in 2018 to create more outcome-based measurable objectives. Participants will receive a follow-up survey between six to twelve months following the event.

R3 fit in the ORAM: This effort provides a trial fishing opportunity and thorough instruction. By offering a trial opportunity and a positive learning environment, kids are more likely to be able to continue fishing with the support of their parents. The FWC also offers fishing brochures and other information at these events to educate participants on other quality fishing areas nearby.

Support: These events require funding and staffing. Funding is needed to produce and stock the fish, maintain the loaner equipment and provide bait. Staffing is needed to maintain equipment, ensure appropriate fish stocking and coordinate with partners to run fishing derby events. If additional events are desired, increased funding and staffing are necessary.

Partnerships: Most derbies have some level of partnership. These partners contribute staff, funding and infrastructure. Partners include local governments, private business and environmental groups.

Future status: For these fishing derbies to continue to make a positive impact on youth fishing, more accurate tracking of long-term success is needed. An increase in the number of derbies coordinated is attainable, but will require additional staffing and funding. Volunteers can be used to accomplish this goal.



High School Fishing Clubs Program

Objective

The primary objective of the 2016 program was to develop an initiative that assists with the implementation of strategies identified in the RBFF national outreach program and increase fishing participation in rural areas throughout Florida with a primary focus on Hispanic populations.

R3 opportunity: Recruitment and retention. The initiative for the High School Fishing program was to increase angler participation rate of youth minorities (recruitment) and to maintain the retention of the developing HSF clubs program. Continuing with partnerships and adding a year to the grant program will eventually lead to the program becoming self-sustaining.

Timeline: The previous program was conducted in 2016. The new program will begin at the start of the new school year in 2018.

Target audience: The program targeted counties with high Hispanic and urban compositions. The FWC encouraged novice anglers to participate in the program. The target audience has been attained, however, they can be reached at a more efficient rate with increased exposure to the program.

Implementation: FWC staff engage with community contacts such as community leaders, school boards, school administrations and teachers, and produced three news releases and numerous articles. Should additional funding for the program not be available through the RBFF in 2018, the FWC is working to secure new partnerships to consider a second cycle of the grant for 2018. The FWC would like to provide a second year of the grant opportunity to allow the newly established clubs to become self-sustaining through local partnerships.

Description: The FWC partnered with Fishing League Worldwide Foundation and the Bass Federation to increase participation in high school fishing clubs by supporting new high school angling clubs and expansion of existing clubs, with a particular emphasis on counties with a high Hispanic population. A goal of expanding the number of fishing club participants by 500 in one year was set and achieved in 2016.

Marketing method(s): In 2016, the FWC and FLW created materials and publications highlighting the benefits of this grant, which have been successfully distributed to the public at several events. Florida residents learned more at specific events and asked questions as the agency handed out materials. The FWC published an article for the Winter Haven Chain of Lakes newsletter and posted a Facebook message that attained an organic reach of 25,000-100,000 people. Three news releases were published; one from the FWC and two from FLW. The FWC also created program business cards highlighting the \$500 grant opportunity. There were also articles published about the grant program on FLWfishing.com that received 8.5 million page views.



Evaluation: The HSF effort was evaluated through surveys. There were 46 schools that received the grants of up to \$500 and of those, 36 new clubs were created and 10 were expansion clubs. The survey documented that 28 schools from 10 of 14 counties had high Hispanic populations. As of October 2016, the program was composed of 1,205 student anglers of which 37% were novice, 32% female, 23% Hispanic and 11% African-American. The program is in a transitional phase and the FWC is adjusting the survey questions to help better determine success of future programs. Further, participants will receive a follow-up survey within six months of completing the program.

R3 fit in the ORAM: Providing high school students in rural communities with an opportunity to learn about conservation efforts and learn how to fish. The program allowed students to grow throughout the program and provided an opportunity to continue fishing with or without support.

Support: The program was funded in part through a grant of \$20,000 from the RBFF. FWC staff have documented a total of 305 hours of staff time spent on the program. This total does not include the many occasions where HSF was a topic of conversation while attending other meetings or community events. FWC staff used many opportunities throughout the course of normal operations to promote HSF and the grant. FLW staff contributed approximately 60 hours of additional work in administering the grants.

Partnerships: There are partners that are willing to assist in HSF efforts. Partners provide experience, funding, and additional credibility and excitement for youth anglers. The FWC program offers many opportunities for those who want to learn angling and participate with peers in a fun recreational activity. Partners help with providing resources to reach the next generation of avid anglers.

Future status: Many participating schools have confirmed their interest in continuing the HSF initiative. The 2016 program surveys are currently being analyzed. The continuation of this program will be dependent upon the number of partners willing to participate in growing this effort. The new program will be structured into a two tier package that offers financial support for both new and existing clubs/teams and fishing equipment for new clubs/teams, along with direction on how to complete a conservation project. A new component of the upcoming HSF program is an educational fishing curriculum with an instructor's manual. The educational material contains information on both freshwater and saltwater habitats, as well as activities to be completed throughout the school year.





Adult Fishing Programs

Women's Fishing Clinics and Adult Fishing Clinics

Objective

Both in Women's Fishing Clinics and Adult Fishing Clinics for men and women, educate between 20-50 adults per clinic about fishing through hands-on skill stations, explain the role of anglers in fisheries management, demonstrate fisheries conservation techniques and offer on-site fishing opportunities. The agency's annual target participant number is 240 participants; staff is focused on leveraging partnership opportunities to train-the-trainer and reach more women and adults across the state.

R3 opportunity: This program focuses on retention and recruitment. The FWC intends to educate participants on basic fishing skills and conservation messaging. Engagement with participants allows them to more thoroughly grasp concepts and better retain what they are learning. Through the clinics, individuals learn about conservation topics and are educated on how to conserve fishing resources, habitats and various species. The interaction also allows for FWC staff to learn about potential barriers to fishing for participants and how the agency can address concerns.

Timeline: Ongoing.

Target audience: Women and adults ages 18 and older, with a particular emphasis on the 18-45 age group. Women are a diverse and important group, as many have a desire to fish but are not confident in their skills and knowledge of the sport, and many have children who they can teach about fisheries conservation. This audience is currently being reached by the FWC and there is a waiting list for Women's Fishing Clinics. Adult men are also being targeted as of late 2017. The FWC also reaches the volunteers who assist with the events. This assists in retention as they enjoy teaching participants about fishing. The agency believes they are reaching this audience, but a more systematic evaluation would enhance the future growth for this program.

Implementation: FWC’s Division of Marine Fisheries Management and other staff engage with partners to teach participants about fishing, provide fishing resources, answer questions, and explain how to purchase a license and why that act is important. FWC staff and partners gather where there are anglers, so they can have a greater impact on the resource and reach a greater number of constituents. Fishing resources such as publications, promotional items, and subject matter experts are provided to engage and interact with participants.

Description: These FWC-run small events allow a larger amount of time (eight or more hours) for one-on-one interaction with participants to share important information. The FWC wants to recruit, retain and reactivate these anglers so they can either begin or continue to use Florida’s Fishing resources. The agency is in the process of researching various avenues to help expand the program’s reach.

Women are a diverse and important group, as many have a desire to fish but are not confident in their skills and knowledge of the sport, and many have children who they can teach about fisheries conservation.

Marketing method(s): Press releases are sent out to promote the events. The MyFWC.com website calendar lists the clinics to help market them to the public. Most clinics fill up quickly, so additional marketing efforts should be focused on increasing clinic partnerships to provide volunteers who can assist or run additional clinics on their own.

Evaluation: An evaluation is completed through pre-tests and post-tests, as well as with follow-up surveys. The evaluations focus on license-purchase behavior, fishing engagement and knowledge.

R3 fit in the ORAM: By participating in the clinics, individuals can become self-supportive and continue without further assistance.

Through the techniques taught and learned, as well as knowledge of

habitat, fisheries management and conservation, the participants leave the clinics feeling as if they can take what they learned and assist other individuals.

Support: Additional funding is needed to market to diverse groups and provide equipment to partner organizations. Software and expertise to develop a better way to evaluate the programs is also needed, as well as additional funding for formal program evaluations. Increased partnerships in various locations around the state would be beneficial to host more events, as the events are in limited locations. If additional events are planned, an increase in FWC staff time and resources, as well as the implementation of volunteer assistance, is necessary.

Partnerships: Partners provide funding and expertise. FWC staff is considering train-the-trainer education so partners can administer the clinics, give out publications, market and promote the program, and spread the conservation message. Partners can speak as guests at the clinics and provide items to the clinic participants. The FWC is willing to train partners and share the agency’s conservation message, as well as purchase or donate supplies partners will need to help run these clinics. Increased partnerships would allow more men and women in the targeted age group to be exposed to FWC conservation and R3 messaging while also introducing such information to those outside the target audience.

Future status: Continue to develop a marketing strategy to reach diverse groups, along with software and expertise to develop more efficient evaluation methods. More efficiency is needed in coordination between divisions for volunteers and staff to help promote FWC events and messages. In a new initiative that began in 2017, adult men as well as women are being targeted to attend the new Adult Fishing Clinics.





Recognition Programs to Promote Fishing and Conservation



TrophyCatch

Objective

Transform and activate the angling community into becoming “Champions of Conservation” by encouraging anglers to practice catch-and-release tactics and share their catch data with the FWC to assist in a better understanding of largemouth bass and influence management decisions for Florida’s fresh water bodies. With over 13,000 people currently registered for the program, the agency hopes to increase total participant registration to 15,000 registrants by the end of September 2018.

R3 opportunity: Recruitment, retention and reactivation. TrophyCatch invites new and lapsed anglers to participate in trophy bass fishing, as well as introduces avid anglers to a new challenge that rewards them for an effort they in which they are already actively participating.

Timeline: Ongoing.

Target audience: All anglers with a particular focus on skilled largemouth bass anglers, youth ages 5-15 and minority groups. This program was designed to target existing anglers, but will refocus attention to new and lapsed anglers in the future. The target audience is currently being reached.

Implementation: The FWC’s Division of Freshwater Fisheries Management partners with stakeholders such as Bass Pro Shops and Phoenix Bass Boats to provide prizes for program participants and contribute to the success of the program. Information gathered through the TrophyCatch program allows FWC biologists to further examine trends in the data that lead to a better understanding of the trophy largemouth bass populations and influences research and management practices.

Description: TrophyCatch is a catch-and-release program that rewards anglers for photo documentation of their catches by placing them into a tier category based on the size of the catch. Prizes are awarded to an angler after the catches are verified for authenticity. The data is then recorded by FWC biologists for further use. This program intends to recruit new anglers, retain avid anglers and reactivate lapsed anglers with a new challenge.

Marketing method(s): TrophyCatch social media platforms are effective in engaging anglers and interested parties nationwide. TrophyCatch has an international following, with anglers participating from 42 states and several countries, and maintains regular communication with anglers from Japan, England and Canada. The program also offers a mobile application for participants and, in 2017, TrophyCatch advertised through the Pro Angler app, reaching thousands of their users. The Granicus software is used to send program updates and news releases to participants and interested parties. Anglers can view catch reporting on TrophyCatch.com and the TrophyCatch social media platforms have been effective in educating anglers and gaining a digital audience. The program also promotes through grass-roots methods and participates in tradeshow and large-scale events.

Evaluation: The FWC spends approximately \$3.6 million annually to sample freshwater fish populations to evaluate the status of fisheries, identify needed management actions and document the efforts of implemented management actions. TrophyCatch provides data from hundreds of water bodies at relatively low cost. The agency and partner investment in TrophyCatch provides valuable data that helps complete the understanding of Florida's bass fisheries. The agency records program participant registration numbers over the seasons to verify current trends in participation and records the amount of catches that are sent in to compare to previous seasons. Success is measured through social media engagement, program registrations, topic email subscriptions and website visits. The TrophyCatch program is in the process of developing a survey for registrants to help determine if the program has influenced license purchase behavior.

R3 fit in the ORAM: The TrophyCatch program introduces new anglers to trophy bass fishing and creates a new challenge for existing and lapsed anglers. The program is working to continue to build a population of individuals that can continue fishing without support. This program does not include FWC assistance in teaching individuals about angling, but rather educates anglers on largemouth trophy bass fishing and habitat information.

Support: For the TrophyCatch program to expand, additional funding and staff time is necessary. New avenues of recording TrophyCatch information and finding additional avenues of evaluating participation are also needed.

Partnerships: The program benefits tremendously by having partners such as Bass Pro Shops that are heavily invested in the success of the program. The continued relationship between the FWC and TrophyCatch partners creates more opportunities for further investment and expansion opportunities. The FWC will continue to add partners to the program as it grows. The partners provide the prizing and create extra motivation for anglers to participate in TrophyCatch.

Future status: There are cost-saving benefits from cross-promoting between FWC divisions. The agency wants to ensure the message behind the TrophyCatch program remains focused on the conservation of Florida's largemouth bass. Continued partnership building along with continuous improvements of tracking participant information is needed for desired growth. The program will also implement future program changes to include categories for youth and women.



Catch a Florida Memory



Objective

Engage anglers of every experience level, encourage a conservation approach to fishing, and promote a better awareness of Florida's diverse marine fish species. The Catch a Florida Memory program recognizes anglers for their fishing achievements while promoting catch-and-release tactics. This updated program was launched in October 2016 and the agency hopes to reach 1,500 submissions to the program by the end of October 2019.

R3 opportunity: Recruitment, retention and reactivation. The program cultivates an interest in saltwater fishing for new anglers while providing existing or lapsed anglers a chance to accomplish a new and unique challenge. The exposure and desire to fish for different species allows anglers to learn about new habitats and fishing techniques while reducing fishing pressure on the most sought-after saltwater fish species.

Timeline: Ongoing.

Target audience: New and existing anglers, including Florida residents and non-residents, as well as youth and families who are looking to participate in a year-round activity. The target audience is being reached, but future plans include efforts to reach a larger audience as well as more diverse groups.

Implementation: Awards and recognition are used to entice anglers to participate in the program and recreational fishing. Various partners provide prizes and promotional items for the program. Awards are given based on the participant's involvement in program; there is no set time for anglers to complete their tier challenges.

Description: Anglers submit photos to qualify for one of FWC's three Catch a Florida Memory Saltwater Angler Recognition programs: Saltwater Grand Slams, Saltwater Reel Big Fish and the Saltwater Fish Life List. Participants earn prizes, recognition and bragging rights while supporting marine fisheries conservation. Catch a Florida Memory encourages anglers to target a diversity of saltwater species to help reduce fishing pressure on the most commonly sought-after catches. Participants can reach tiered levels based on the number of challenges met.



Marketing method(s): News releases, articles, websites, social media, videos and, public events explaining the program, presentations to fishing clubs, and marketing promotions with partners are being used to promote the program. The Catch a Florida Memory website (CatchaFloridaMemory.com) and social media are used as online vehicles along with emails to existing participants. Grassroots methods and word-of-mouth are also primary marketing tools being used. A formal marketing and communications plan has been developed and is being implemented as the program moves forward.

Evaluation: Evaluation metrics will be based on the number of individuals that participate in the program as well as license purchase behavior and satisfaction of the participants. It is expected that participation in the program will cause anglers to buy and/or maintain their fishing license. Emailed online surveys will be used to evaluate the program. Expected outcomes of the program are an increased participation rate in fishing and improved awareness of fisheries conservation. The program has developed a survey for registrants that will help the agency determine success more efficiently and determine if the program has influenced license purchase behavior.

R3 fit in the ORAM: For individuals who consider themselves novice anglers, this program sets them on the path of self-support. Continuation can occur by reaching current anglers, as well as lapsed anglers by having them reengage into the retention group. Awareness of the program also allows participants a better understanding of conservation.

Support: The creation of new tracking numbers or ways to track participants is necessary to allow the FWC to better understand anglers and their future involvement in fishing. Designing and implementing new marketing and communication strategies to help advertise the existing program is also necessary, as well as building partnerships and supporting current partners. Increasing the number of staff working on the program will accommodate growth and lead to increased program participation.

Partnerships: Partners help provide awards designed for anglers and the target audience, as well as promote the program. A multitude of partners are involved. The Fish & Wildlife Foundation of Florida assists in providing awards for participants, and various businesses donate prizes and help motivate anglers to participate.

Future status: The growth and success of the program will be enhanced by implementation of a formal marketing and communication plan, evaluation process and partnership expansion. The FWC intends to continue to expand the program, which will require additional staff time and resources. Volunteers can assist in maintaining and promoting the program. Cross-promotion between the FWC divisions and offices will increase program awareness. In the summer of 2019, the website CatchaFloridaMemory.com is being relaunched with improvements to make it easier for anglers to submit catches and increase staff efficiency in approving applications.

The exposure and desire to fish for different species allows anglers to learn about new habitats and fishing techniques while reducing fishing pressure on the most sought-after saltwater fish species.





Angler Outreach Events

Presentations

Objective

Reach the public and increase awareness of fishing programs in Florida through presentations to fishing clubs, organizations and schools.

R3 opportunity: Provides awareness and interest in fishing (recruitment), assists in the continuation of support (retention) and can help reactivate lapsed anglers attending.

Timeline: Ongoing.

Target audience: Anglers or those who may be interested in becoming anglers. A majority of the people the FWC reaches in these programs are already anglers, other than individuals in schools. Many of those who attend are in fishing clubs, active in the community or retired. They are an important audience to reach and retain as anglers.

Implementation: By engaging the public in person, talking about fishing, providing fishing resources (such as printed publications, directing people to apps/websites, etc.), answering questions, and explaining how to buy a license and the importance of doing so. The FWC travels to anglers so the agency can have a greater impact on the resource and R3 efforts. The FWC generally sends one or two staff members to each of these events.

Description: These presentations allow adequate time and participant attention to provide a great deal of important information. Objectives are measurable with on-site surveys/registration software or Florida angler surveys used to interpret an individual's knowledge of the agency and its events/programs. In 2016-2017, FWC's Marine Fisheries Management staff participated in 50 presentations that reached approximately 1,600 individuals. FWC Freshwater Fisheries Management staff participated in 30 presentations that reached approximately 1,400 individuals. The agency will be increasing each division's presentation schedule by adding five more events and increase the program's overall reach by an additional 400 individuals.

Marketing method(s): Clubs and organizations promote the knowledge from their experience through word-of-mouth or other direct interaction.

Evaluation: License purchases and agency perception, such as the level of public knowledge regarding FWC conservation efforts, will provide metrics for evaluation of these presentations. Results will be based on whether an individual is recruited, retained or reactivated. The FWC will engage anglers and the public to keep them fishing or get them started fishing. Preferred outcomes are increased knowledge of conservation, more sustainable fisheries, and the continued increase in license purchases and angler participation. A follow-up survey will focus on the impact of the program and if the event influenced their purchase of a license. The survey will be given to those who attended an event within a six-month timeframe.

R3 fit in the ORAM: One-on-one interaction and involving individuals in the presentation allows participants to better retain the information learned. These events often give the agency insight into fisheries concerns not yet known in data trends. Presentations also educate the public and can empower them to take others fishing, relating directly to R3.

Support: Funding is needed to market to target audiences and provide staff to conduct more presentations. The FWC needs software and expertise to develop a way to gather participant information, registrations, and produce and deliver surveys on-site.

Partnerships: Partners' efforts are critical in helping spread the message or providing venues/groups to receive presentations, as well as providing promotional items to give out at presentations for attendees.

Future status: Continued coordination between FWC divisions and offices to have representatives from multiple divisions at outreach events with the assistance of multiple FWC offices in preparing printed publications and ensuring website information is continually updated is key to the success of these programs and expanding R3 messaging.



Public Events

Objective

Reach the public at outreach events and inform attendees about programs provided by the agency and conservation messaging.

R3 opportunity: Much of the public does not know about the FWC's many fishing programs. Interacting with individuals one-on-one and explaining the programs while listening to their questions can allow the FWC to communicate a clear marketing message and help recruit, retain and reactive anglers.

Timeline: Ongoing.

Target audience: The public in Florida, anglers and those who may be interested in becoming an angler. The program appears to be reaching target audiences, but there are opportunities to expand and create new avenues to deliver the message more clearly and effectively in the future.

Implementation: FWC staff engage the public in person: talk about fishing; provide fishing resources (such as printed publications, guiding people to use apps/websites etc.); answer questions; and explain how to purchase a license and why it is important to do so. The FWC travels to where the anglers and public gather and interacts with the public at event booths. Depending on the size of the event, one or two FWC staff members attend to promote the agency and its programs.

Description: Attending public events allows the FWC to reach a diverse audience through fishing-focused and alternative events. The program goals are: recruit, retain and reactivate anglers; improve knowledge of conservation; increase awareness of fishing programs in Florida; and foster contact with the public regarding fishing and conservation topics. In 2016-2017, FWC's Marine Fisheries Management staff attended around 25 events and reached over 23,000 people. The FWC's Freshwater Fisheries Management staff participated in roughly 40 outreach events reaching approximately 25,000 people. These numbers vary depending on the size of the event and were calculated by tabulating attendees at major events that contain R3 components. The FWC strives to increase each division's event attendance by adding three more events for each division to attend and increase the program's overall reach by an additional 2,000 people.



Marketing method(s): Communication efforts for this initiative generally occur at the event itself or by the entity hosting the event. While at the events, self-promoting, listening and communicating with the audience occurs. No formal marketing or communications plan is in place.

Evaluation: Metrics on license purchase behavior and agency perception of people reached by the FWC at public events is needed. Due to the range of ages and diverse backgrounds of attendees, multiple surveys may be required to gain the necessary information to evaluate these efforts. The FWC wants to engage anglers and the public to keep them fishing or get them started fishing. The agency will record participant information and send a follow-up survey between six to 12 months after participants attend an event with a focus on the participant's potential increased knowledge of conservation and confirming if they purchased a fishing license within the last year.

Much of the public does not know about the FWC's many fishing programs. Interacting with individuals one-on-one and explaining the programs while listening to their questions can allow the FWC to communicate a clear marketing message and help recruit, retain and reactivate anglers.

R3 fit in the ORAM: Attendees are provided with information that could influence their decision to participate in fishing, and stakeholder engagement and interaction helps maintain and continue support. Attendees could also be reactivated through the advertisement of new FWC programs.

Support: Marketing to diverse groups requires additional funding. The agency is considering purchasing software that would make it more efficient to collect customer information. Additional staff resources would be needed to work events, including volunteers.

Partnerships: Partners can allow the FWC to attend their events and share the agency's message. Partners providing complimentary booth space for the FWC at events allows for continued interaction with the public and could increase interaction in the future.

Future status: Continue attending public events, increasing coordination between the FWC's divisions and cross-promoting events with partners.



R3 Programs in Development

Senior Anglers Involved in R3 Efforts

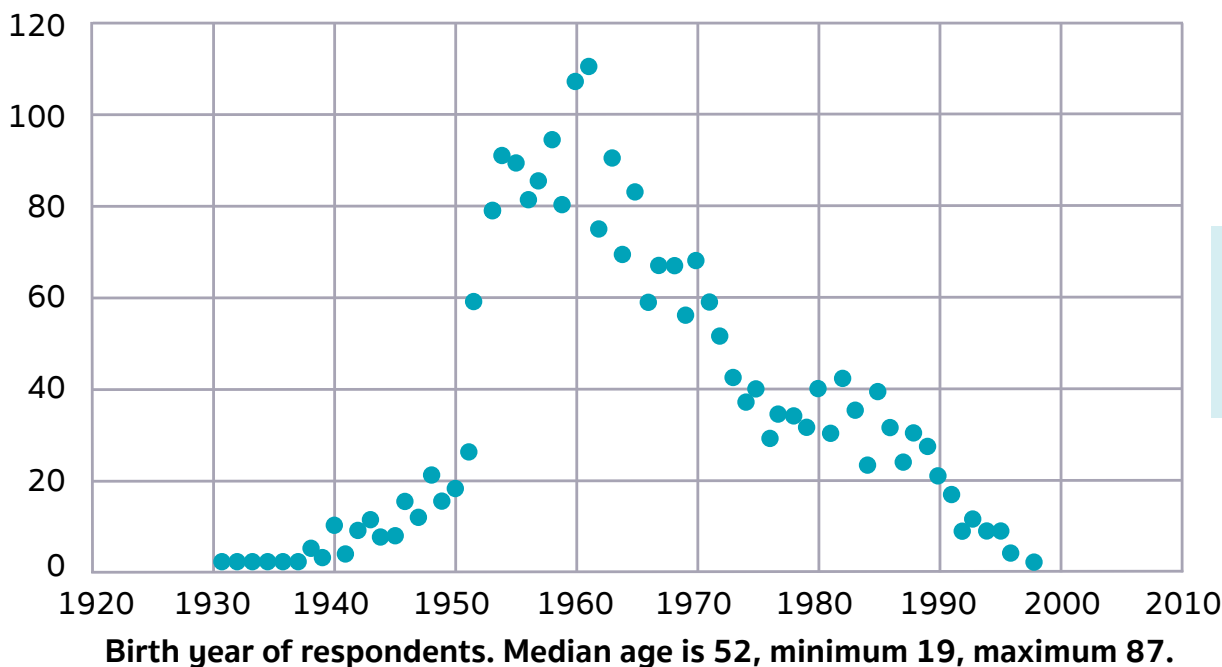


Through creel surveys, the FWC research team has collected data and completed a study on anglers with license exemptions. These surveys provide a better understanding of the percentage of anglers fishing with an exemption and the types of exemptions for which they qualify. Across 15 lakes, 25% of anglers have an exemption, and most are senior exemptions. The median age of participating anglers is 52 years, meaning these anglers will achieve exemption status in the next 10-15 years. Given the status of State Game Trust Fund and SFR apportionments, capturing these anglers could bolster funding for fisheries research and management. Aging Baby Boomers have three things in common - time, money and the desire to mentor. Agency ideas moving forward include:

- Encouraging senior anglers' purchase of fishing licenses to show their support of fisheries conservation and ensure the future of a healthy fishery.

- Take other seniors fishing.
- Take family and grandchildren fishing.
- Volunteer at events or community centers.
 - YMCA and/or other local community center.
 - Fishing clinics and camps.

The median age of participating anglers is 52 years, meaning these anglers will become exempt from purchasing fishing licenses in the next 10-15 years.



Age demographic data from Year One of a bass regulation evaluation survey.

Vamos a Pescar Fish Camp Grant Opportunity



The FWC, in partnership with the YMCA of the Treasure Coast, applied for and was awarded the RBF's George H.W. Bush Vamos a Pescar™ grant for 2018 to support fish camps.

The goal of this program is to increase the estimated number of Hispanic fish camp participants by 3%. The cost of the fishing camp has prevented this group from being able to attend, but if scholarships are offered, they will more likely be able to attend. Hispanic families are the target audience for marketing this fish camp opportunity.

- In determining the success of achieving program goals:
 - The YMCA will monitor the number of Hispanic participants that register for the program so they will be able to track and determine when they exceed their goal.
 - The YMCA will evaluate daily when they take the participants out to fish after they are taught proper techniques for casting, removing hooks, etc.
 - During water safety activities organized by the counselors, participants will be asked to demonstrate what they have learned on the first day about water safety and their results will be evaluated.

The parents of the participants will receive follow-up surveys that consist of questions regarding feedback on their child's experience at the fish camp and if they have continued fishing activities.

Program Details: YMCA Fish Camp Program.

- Estimated number of participants: 20 youth/camp week.
- Expected duration: Four separate weeks during the summer (between May and August).
- The fish camp will be a part of the FWC's Saltwater Fish Camp Program in 2018 and will use the agency's guidelines and



- The first day of camp will consist of learning about water safety and fishing safety. This includes participants being educated on proper water safety, and fishing safety rules and protocols.
- The participants will have the opportunity to learn the basics of fishing in preparation for their fishing trips.
- Throughout the week, the children will learn various conservation techniques, the anatomy of a fish, how to properly use a rod and reel, how to tie different knots and environmental factors that influence fishing -- such as waves and currents.
- The YMCA plans on promoting this program with their organization’s summer camp brochures given out at the facility and throughout the community, through flyers, the digital “billboard” at the facility, social media marketing and specific marketing to Hispanic communities.

Vamos a Pescar EcoAdventures Grant Opportunity

The FWC, in partnership with Miami-Dade Parks Recreation and Open Spaces-EcoAdventures, applied for the RBF’s George H.W. Bush Vamos a Pescar™ grant and it was approved for 2018.

Miami-Dade County Parks Recreation and Open Spaces will use the funding to provide fishing opportunities and education to children and families in Miami-Dade County. The Miami EcoAdventures section of the department will be administering the programs geared towards providing the highest quality of environmental education and outdoor recreation programs to its participants. The EcoAdventures section believes the fishing opportunities offered will not only influence the attitude individuals have towards the environment, but that positive experiences at the events will lead to stewardship of the aquatic resources throughout the community. Goals of the program include:

- Provide campers and families with the opportunity to learn the basics of fishing and boating safety.
- Teach campers and families the benefits of conservation and the importance of catch-and-release fishing.
- Instill a community of family fishing that understands the importance of managing various water ecosystems.

The program proposes to target diverse populations; in particular, the expanding Hispanic population. Estimated diversity distribution for the programs are 5% African-American, 10% Caucasian, 5% multicultural and 80% Hispanic.

Funding will be allocated to the following activities:

- Host Vamos a Pescar Miami event and increase attendees from last year’s program.
- Continue to offer the Fishing and Boating Safety Camp held at various locations throughout the county.
- Offer Family Fishing Workshops throughout the county.



Vamos a Pescar-Miami

- In collaboration with the FWC, this event is a free, one-day recreational and educational fishing, boating, outdoor skills and environmental education experience at Tropical Park. Activities will include fishing, boating, wildlife presentations and environmental education opportunities. Equipment is provided for attendees, and the activities will run from 10 a.m.-3 p.m.
- Expected attendance for this 5-hour event is 700 youth and 500 adults.
- Expected duration: four classes (each class is two hours in duration).

Fishing and Boating Safety Camp

- The camp is designed to target youth between the ages of 9-14 and will be held at Bill Sadowski, Tropical or Amelia Earhart Park. Daily lessons focus on recreational and educational fishing, boating, outdoor skills, environmental education and conservation, followed by participants applying their knowledge to trials. Curriculum for the workshops include: fish anatomy/fish ID, knot tying, safe boating practices, etc.
- Expected attendance is 100 youth. Camp is held for five weeks, five days a week, with 32.5 contact hours per week.

Family Fishing Workshops

- These workshops will follow a classroom format and participants will learn a new topic in each of the four separate sessions at Bill Sadowski Park. Classes will focus on recreational and educational fishing, boating, outdoors skills, environmental education and conservation, followed by trial periods. Class curriculum includes the following: fish anatomy/fish ID, knot tying and casting, sustainable fishing practices and safety boating practices.
- Estimated number of participants: 50 youth and 50 adults



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Hunting and Shooting Sports R3 Partnership Opportunities

The FWC's R3 movement is not only dedicated to fishing, but also focuses on hunting and shooting sports. The agency is committed to the R3 initiative, and hired two coordinators to create and maintain the agency's R3 efforts – one focusing on the Fisheries R3 Plan (marine and freshwater) and one focusing on the Hunting and Shooting Sports R3 Plan. These two R3 coordinators often collaborate as the agency is continually pursuing various avenues to cross-promote and learn from other divisions as well as analyze program participant information from SAS to determine if an individual has participated in both hunting and angling programs. This allows for a greater opportunity to reach target audiences and may require program format changes to expand target audiences.

The FWC R3 coordinators will market and cross-promote their respective programs through multiple shared outlets to enhance their results and determine if participating in programs has influenced a purchasing of a hunting or fishing license. Through the evaluation of R3 programs, FWC divisions are able to determine the success of their programs by following up with participants with surveys focused on R3 initiatives and desired results. Both the Fisheries divisions and the Hunting division are going to use surveys with similar designs that contain R3 components to assist in determining success. Although fisheries and hunting programs are different, conservation efforts and the determination of program success can be closely mirrored. Through program advertising and webpages designed for cross-over opportunities within the divisions, this allows individuals to broaden their attempt to participate in conservation initiatives and strengthens their ability to complete the ORAM model process. The FWC will attempt to create more joint events that focus on components for both hunting and fishing R3 efforts.

The R3 plan will be used by the agency to help recruit new anglers, retain current anglers and reactivate lapsed anglers. The FWC's Florida R3 Fishing Action Plan is a living document that will be updated annually and adjusted accordingly, based on results from program evaluations. The FWC is committed to the R3 initiatives and the RBF's "60 in 60" campaign; and will continue to strive for increased participation in conservation.



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Investing in Florida's Fishing Future



Contact FWC for R3 Partnership Opportunities

Recruitment, Retention and Reactivation of Florida's anglers is an agency initiative focused on creating sustainable fisheries for many years to come. The FWC's goal is to ensure the next generation of conservationists reflect Florida's diverse population and continue to contribute to the management of the state's resources. The FWC is working with partners in the fishing industry, local communities and leaders in the angling community to achieve this goal.

If you are interested in partnering with the FWC to meet R3 goals and create the next generation of anglers and conservationists, contact R3Fishing@MyFWC.com to learn more!