



**RBFF FY 2010 Strategic Plan and Budget**  
**January 27, 2009**

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**RBFF MISSION**

To implement an informed, consensus-based national outreach strategy that will increase participation in recreational angling and boating and thereby increase public awareness and appreciation of the need for protecting, conserving and restoring this nation's aquatic natural resources.

**Strategic Initiatives**

- A. **Anglers' Legacy™:** Mobilize the avid angler to serve as a recruitment arm for introducing non-participants to recreational boating and fishing.
- B. **Brand:** Continue to build equity in the Take Me Fishing™ brand to support stakeholder marketing efforts to increase participation.
- C. **States:** Mobilize states to increase fishing license sales by implementing an integrated marketing program targeted towards lapsed, occasional and new anglers.
- D. **Education:** Use funding, expertise and program guidance to educate and encourage participation in recreational boating and fishing among youth and their families (inclusive of minorities).
- E. **Boating:** Enhance efforts of boating stakeholders to increase recreational boating participation.
- F. **Program Income:** Leverage RBFF assets to develop an income stream for the organization outside of federal funds.

*\*Senior Staff Accountability: Keith Bevans (KB), Nancy Logan (NL), Stephanie Hussey (SH) and Heather Sieber (HS)—James Hemenway manages the finances and administrative support for all Strategic Initiatives.*

## Anglers' Legacy

**Strategy:** Mobilize the avid angler to serve as a recruitment arm for introducing non-participants to recreational boating and fishing.

Objectives	Measures	High-level Tactics	Acct.
1. Engage avid anglers to be Ambassadors	<ul style="list-style-type: none"> <li>• 85,000 Pledges</li> <li>• 327,998 trial experiences</li> <li>• 145,355 fishing licenses</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Pledge drives with strategic partners</li> <li>• Leverage social networking component of Web site with stakeholders and Ambassadors to engage anglers and develop peer to peer connections</li> <li>• Run Pledge drives at 8 consumer events</li> <li>• Research and quantify impact of Pledge program on industry</li> <li>• Implement a benefits program that includes an Anglers' Legacy newsletter and ID card</li> <li>• Enhance conservation messaging</li> </ul>	<ul style="list-style-type: none"> <li>• NL</li> </ul>
2. Retain existing AL Partners	<ul style="list-style-type: none"> <li>• 80% of all existing partners from FY 09 - <i>NEW MEASURE</i></li> </ul>	<ul style="list-style-type: none"> <li>• Implement on-going communications/marketing plan that includes personal outreach and education, coop marketing materials and presence at industry events</li> </ul>	<ul style="list-style-type: none"> <li>• NL</li> </ul>
3. Recruit stakeholders as message, Pledge and or rewards Partners	<ul style="list-style-type: none"> <li>• 50 AL Partners</li> <li>• Secure \$1 million in PSA placements</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a sales and communications/ marketing plan that includes personal outreach and education, co-op marketing materials and presence at industry events</li> <li>• Brand value development, market programs across stakeholder/partner base to leverage mutual value: target e-blasts to databases, develop value added promotions</li> <li>• Reciprocal agreements to share outreach and educational resources</li> </ul>	<ul style="list-style-type: none"> <li>• NL</li> </ul>

Budget: \$930,588

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## Brand

**Strategy:** Continue to build equity in the Take Me Fishing™ brand to support stakeholder marketing efforts to increase participation.

Objectives	Measures	High-level Tactics	Acct.
1. Build brand awareness and convert awareness to participation	<ul style="list-style-type: none"> <li>• 27% brand awareness nationwide</li> <li>• 29% brand awareness from direct mail states</li> <li>• 54% with intent to fish</li> <li>• 40% with intent to fish from a boat</li> <li>• 10% over year-end FY 09 fishing licenses sold</li> <li>• Generate 800 stories and 145 million impressions in consumer, trade and endemic media outlets.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement integrated advertising plan</li> <li>• Conduct media relations and story placement in support of Brand and all other initiatives when appropriate</li> <li>• Enhance conservation messaging</li> </ul>	<ul style="list-style-type: none"> <li>• KB</li> <li>• HS</li> </ul>
2. Integrate brand across stakeholder groups	<ul style="list-style-type: none"> <li>• 3 federal agencies</li> <li>• 46 states</li> <li>• 4 NGOs</li> <li>• 2 industry associations</li> <li>• 6 retailers /manufacturers</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a sales and communications/ marketing plan that includes personal outreach and education, co-op marketing materials and presence at industry events</li> <li>• Brand value development, market programs across stakeholder/partner base to leverage mutual value: target e-blasts to databases, develop value-added promotions</li> <li>• Reciprocal agreements to share outreach and educational resources</li> </ul>	<ul style="list-style-type: none"> <li>• KB</li> <li>• NL</li> <li>• SH</li> </ul>
3. Develop Hispanic media and public relations pilot test in a selected state	<ul style="list-style-type: none"> <li>• Complete the pilot test to potentially establish a baseline of measures <i>NEW MEASURE</i></li> </ul>	<ul style="list-style-type: none"> <li>• Implement an advertising and public relations outreach program to Hispanics in a selected state to drive traffic to TMF.org</li> </ul>	<ul style="list-style-type: none"> <li>• KB</li> <li>• HS</li> </ul>
4. Enhance TMF.org consumer experience	<ul style="list-style-type: none"> <li>• Increase unique visitors by 15% over final FY 09 number</li> <li>• Increase percentage of repeat visitors by 2% over final FY 09 number</li> <li>• Increase time spent on site by 12%</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to improve content, graphics and navigation</li> <li>• Develop and implement integrated advertising plan</li> <li>• Enhance conservation messaging</li> </ul>	<ul style="list-style-type: none"> <li>• KB</li> </ul>

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	<p>over final FY 09 number</p> <ul style="list-style-type: none"><li>• Maintain bounce rate that is comparable to recreation industry average of 36% - <i>NEW MEASURE</i></li><li>• Increase average monthly referrals to states' fishing license info by 10% over final FY 09 number</li><li>• Increase average monthly referrals to states' boating registration by 10% over final FY 09 number - <i>NEW MEASURE</i></li><li>• Score 95/100 for Marketing Effectiveness on Web site Grader report - <i>NEW MEASURE</i></li><li>• Recruit 100,000 total members to Fishington by 10/31/09 - <i>NEW MEASURE</i></li></ul>		
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Budget: \$5,457,851

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## States

**Strategy:** Mobilize states to increase fishing license sales by implementing an integrated marketing program targeted towards lapsed, occasional and new anglers.

Objectives	Measures	High-level Tactics	Acct.
1. Increase license sales to lapsed anglers	<ul style="list-style-type: none"> <li>5% increase in fishing license sales over final number in FY 09</li> </ul>	<ul style="list-style-type: none"> <li>Continue Direct Mail Marketing Program in 30 states targeting lapsed anglers/boaters</li> <li>Train state marketing personnel</li> <li>Support Direct Mail Program with national print, search engine marketing, radio, outdoor media, online and public relations efforts</li> <li>Evaluate program results</li> <li>Implement "residential movers" pilot test</li> </ul>	<ul style="list-style-type: none"> <li>SH</li> </ul>
2. Implement lapsed angler program in 10 additional states	<ul style="list-style-type: none"> <li>70,000 fishing license sales for 10 new states</li> </ul>	<ul style="list-style-type: none"> <li>Implement Direct Mail Marketing Program in 10 new states</li> <li>Train state marketing personnel</li> <li>Support Direct Mail Program with national print, search engine marketing, radio, outdoor media, online and public relations efforts</li> <li>Evaluate program results</li> </ul>	<ul style="list-style-type: none"> <li>SH</li> </ul>
3. Introduce lapsed angler program to remaining states with data capabilities	<ul style="list-style-type: none"> <li>States capable of participating</li> </ul>	<ul style="list-style-type: none"> <li>Personal selling at events, efficient follow-up via communications</li> <li>Continue promoting state efforts through PR channels</li> </ul>	<ul style="list-style-type: none"> <li>SH</li> </ul>
4. Improve retention rate of anglers	<ul style="list-style-type: none"> <li>Complete pilot in 2 states</li> </ul>	<ul style="list-style-type: none"> <li>Implement program</li> <li>Evaluate program</li> </ul>	<ul style="list-style-type: none"> <li>SH</li> </ul>
5. Improve state agencies' marketing and outreach capabilities	<ul style="list-style-type: none"> <li>Develop training program in partnership with AFWA - <i>NEW MEASURE</i></li> </ul>	<ul style="list-style-type: none"> <li>Work with AFWA to develop a training program for use with state agencies</li> </ul>	<ul style="list-style-type: none"> <li>SH</li> </ul>

Budget: \$3,905,814

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**Education**

**Strategy:** Use funding, expertise and program guidance to educate and encourage participation in recreational boating and fishing among youth and their families (inclusive of minorities).

Objectives	Measures	High-level Tactics	Acct.
1. Identify qualified organizations to be grantees	<ul style="list-style-type: none"> <li>• 25% more unique participants over final FY 09 number</li> <li>• 20% minorities served</li> </ul>	<ul style="list-style-type: none"> <li>• Implement competitive grant program</li> <li>• Evaluate requests</li> <li>• Evaluate grantees</li> <li>• Promote opportunities at events - ACI, AFWA, AREA, IGFA, NRPA Congress, etc.</li> <li>• Host workshop for sub-recipients</li> <li>• Enhance conservation messaging</li> </ul>	<ul style="list-style-type: none"> <li>• HS</li> </ul>
2. Repackage and reintroduce educational products to marketplace	<ul style="list-style-type: none"> <li>• Produce and distribute                             <ul style="list-style-type: none"> <li>○ Passport</li> <li>○ Best Practices - <i>NEW MEASURE</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Based on task force recommendations, redesign, repackage and introduce educational products</li> <li>• Develop a marketing and implementation plan to introduce it into the market</li> <li>• Enhance conservation messaging</li> </ul>	<ul style="list-style-type: none"> <li>• HS</li> </ul>

Budget: \$1,068,458

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## Boating

**Strategy:** Enhance efforts of boating stakeholders to increase recreational boating participation.

Objectives	Measures	High-level Tactics	Acct.
1. Drive referrals to Discover Boating Web site	<ul style="list-style-type: none"> <li>Increase total referrals from TMF.org to DB.com by 25% over final FY 09 number - <i>NEW MEASURE</i></li> <li>Increase total DVD leads from TMF.org by 20% over final FY 09 number</li> </ul>	<ul style="list-style-type: none"> <li>Email, SEM and Web banner campaigns</li> <li>Print advertising and PR</li> </ul>	<ul style="list-style-type: none"> <li>KB</li> </ul>
2. Identify qualified prospects	<ul style="list-style-type: none"> <li>Generate 15,000 prospects for Discover Boating</li> </ul>	<ul style="list-style-type: none"> <li>Triple-A Baseball Promotion</li> </ul>	<ul style="list-style-type: none"> <li>KB</li> </ul>
3. Identify and promote public water access locations	<ul style="list-style-type: none"> <li>Increase current access points for 33 states - <i>NEW MEASURE</i></li> </ul>	<ul style="list-style-type: none"> <li>Implement plan to gather existing public water access information from states and federal agencies</li> <li>Identify and post access points on TMF.org</li> <li>Enhance conservation messaging</li> </ul>	<ul style="list-style-type: none"> <li>KB</li> <li>NL</li> <li>SH</li> </ul>
4. Continue to promote safe boating practices	<ul style="list-style-type: none"> <li>100% of RBFF produced boating materials and media promote use of life jackets</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote boating safety on TMF.org and all RBFF materials</li> <li>Presence at industry events</li> </ul>	<ul style="list-style-type: none"> <li>SH</li> <li>HS</li> </ul>
5. Improve boat registration renewal rate	<ul style="list-style-type: none"> <li>Complete research for 2 additional states</li> <li>Complete lapsed boat registration pilot program - <i>NEW MEASURE</i></li> </ul>	<ul style="list-style-type: none"> <li>Communicate market research results</li> <li>Complete pilot program in Oregon</li> <li>Implement pilot program in up to 4 additional states</li> </ul>	<ul style="list-style-type: none"> <li>SH</li> <li>HS</li> </ul>

Budget: \$1,067,976

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**Program Income/Revenue Generation**

**Strategy:** Leverage RBFF assets to develop an income stream for the organization outside of federal funds.

Objectives	Measures	High-level Tactics	Acct.
1. Develop sustaining income for outreach programs	<ul style="list-style-type: none"> <li>• Develop sponsorship packages and revenue generation of \$500,000 - <i>NEW MEASURE</i></li> </ul>	<ul style="list-style-type: none"> <li>• Leverage current assets (Web, email blasts, databases, newsletters and track metrics to meet advertising and sponsorship needs</li> <li>• Identify sponsor targets and develop custom proposals based upon resources, needs and objectives</li> <li>• Develop AL Donation mechanism and Legacy donors</li> <li>• Create Anglers Legacy Endowment Program</li> </ul>	<ul style="list-style-type: none"> <li>• NL</li> <li>• KB</li> </ul>
2. Develop Sponsor Marketing opportunity for educational initiatives	<ul style="list-style-type: none"> <li>• Partner with major fortune 500 brand/company to fund educational initiative - <i>NEW MEASURE</i></li> </ul>	<ul style="list-style-type: none"> <li>• Identify key sponsors and meet mutual marketing objectives while educating kids about conservation, fishing &amp; boating</li> </ul>	<ul style="list-style-type: none"> <li>• NL</li> <li>• HS</li> </ul>

Budget: \$243,944

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