



Wildlife Management Education Fund (WMEF)

and

Wildlife Management Public Education Advisory Council (WMPEAC)

Referred to as Wildlife Council

2016-2017

Operational Plan & Budget

As Approved by

Bob Broscheid
Director, Colorado Parks and Wildlife

Pursuant to Colorado Revised Statutes

33-4-120 and 33-1-112

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Executive Summary

In Fiscal Year 2015-2016, the Council continued its Hug a Hunter campaign and refreshed creative concepts to directly highlight hunting's beneficial role in wildlife management. The Council also successfully conducted a competitive bid process to select a vendor for the next five years of its advertising contract.

In Fiscal Year 2016-2017, the Wildlife Council will continue its media-based educational campaign to educate the general public about the benefits of wildlife, wildlife management, and hunting and fishing to Colorado. The Council will continue to use the well-known Hug a Hunter campaign and at the same time will develop the next five year campaign plan in support of its mission.

Wildlife Council History and Accountability to CPW Director

The Wildlife Council was conceived and developed by a coalition of hunters, anglers and conservationists working together with livestock and agriculture organizations, and created by Colorado legislature in 1998. By statute, its mission is to oversee the design of a comprehensive media-based public information program to educate the general public about the benefits of wildlife, wildlife management, and wildlife-related recreational opportunities in Colorado, specifically hunting and fishing. The program is funded by a 75 cent surcharge on each hunting and fishing license sold.

The Wildlife Council is accountable to the Director of Colorado Parks and Wildlife (CPW), who appoints Council members and approves the annual operational plan. The nine members of the Council represent various interests throughout Colorado.

Section I: 2015 - 2016 Wildlife Council Report of Accomplishments

2015-2016 Wildlife Council Members:

Tom Burke, West Slope Hunter Representative (Chairman)
Bob Hewson, East Slope Hunter Representative (Vice-Chairman)
Tony Gurzick, CPW Representative (Treasurer)
Bob Shettel, West Slope Angler Representative
Tim Emery, East Slope Angler Representative
Tony Bohrer, Municipalities Representative
John Justman, Counties Representative
Andy Neinas, Marketing Representative
Gary Melcher, Agriculture Representative

2015 - 2016 Public Media Campaign Summary

In Fiscal year 2015-2016 the Council shifted mid-year to produce commercials to directly highlight hunting as a wildlife management tool. The following summary describes activities in two parts to reflect the first half of the year's accomplishments and the second half of the year's campaign shift to more direct messaging.

July, 2015 - January, 2016

Television:

The Council's media objective was to implement statewide awareness via television and online coverage. The target audiences were non-anglers and non-hunters, with the fall campaign set to coincide with the hunting seasons. Existing commercials were on air for six weeks total in the fall of 2015. The commercials originally filmed in 2012 with the theme of hunters and anglers protecting the places in Colorado we love were re-used for the fall flight. Commercials were focused around broadcast news to reach a consistent, live-viewing audience.

Digital and Social Media:

Online banner ads were refreshed to drive website traffic to hugahunter.com. These ads ran across thousands of national, local and regional websites and were served to individual users whose online profile identified them as showing an interest in outdoor activities. The social media strategy was to engage with people around the idea that "wildlife inspires all of us." Four social media flights highlighting this theme continued to drive an increase in Facebook followers. The Council also started an Instagram account in the fall of 2015 to provide another social media channel.

Website:

The number of sessions on the hugahunter.com website increased during the same months the commercials were on air. At its peak, the website received 3,279 visits in October.

Radio:

The Council did not use radio in its strategies, but rather directed those dollars to television.

Focus Groups:

The Council conducted six focus groups in October 2015, which provided a solid foundation for future direction. The six focus groups consisted of:

- All non-hunters and non-anglers
- Approximately 10 people per group
- Professional facilitators responsible for the process
- 2 mixed men and women groups in the Denver metro area
- 1 women only group in the Denver metro area
- 1 group of English-speaking Hispanics in the Denver metro area
- 1 mixed men and women group in Grand Junction
- 1 women only group in Grand Junction

The Focus Group Report is titled "Colorado Wildlife Council 2015 Brand Ignition Point Research Final Report" and includes specific messages that resonated with focus group members about the benefits of hunting in Colorado. Highlights from the focus group research recommendations include:

- Encourage deeper knowledge about the public process and wildlife management.
- Incorporate emerging themes from the focus groups (for example: protection, sustainability, endangered species, and health of wildlife populations).
- Explore expanding knowledge about urban growth, development, and human-wildlife conflicts.
- Find ways of demonstrating science's underpinnings of the state's wildlife management system.
- Continue to remind people about the economic benefits of hunting and fishing.

Post-Ad Awareness Survey:

In November and December of 2015, Corona Insights conducted a statewide public research survey on behalf of the Council. The survey followed the 2015 advertising campaign. Its main goals were to assess awareness of the campaign, attitudes about the Council, attitudes about hunting and fishing in Colorado, and voting behavior.

Themes from the 2015 awareness survey are below:

Advertisement Recall

- Overall, more than half of the respondents recalled an advertisement about hunting and fishing or specifically an advertisement from the Council. Registered voters, people 35 and older, hunters, and anglers were more likely to recall the advertisement. Recall in 2015 was greater than in 2014.
- About three quarters of respondents who recalled the ad could recall a specific message, and the vast majority recalled seeing the ad on television. Specific message recall was greater than in 2014.

Impact of Advertisement

Respondents who had seen the ads:

- Were more likely to believe that ensuring safe, legal hunting and fishing; preserving habitat for wildlife; and managing wildlife in residential areas were very important priorities for CPW.
- Reported having a more favorable opinion of people who hunt and fish.
- Were more likely to believe that hunting should be legal with the current regulations.
- Felt warmer towards hunters and anglers.
- Believed that license fees had a stronger positive effect on protecting and managing wildlife, protecting habitat, and conserving Colorado's natural landscape.
- Were more likely to support hunting and fishing.
- Were more likely to be hunters and anglers.

Attitudes Towards Hunting and Fishing

- The public generally holds warm feelings toward hunters and anglers and supports their activities. This is particularly true in areas outside the Front Range.
- The public generally has positive feelings about current hunting and fishing regulations.

The key findings from 2015 are compared to 2013 and 2014 below. It is important to note that in 2014, the Council decided to improve the survey methodology through minor question edits, revised ordering of the questions, and including cell phone users in its sampling. These changes increased representation of the younger, more mobile, less entrenched demographic. Comparisons to previous surveys and differences attributable to the change in methodology are noted in the full report.

Finding	2013 (%)	2014(%)	2015(%)
Have favorable views of anglers	73	72	75
Have favorable impressions of hunters	63	65	65
Are not opposed to fishing	98	98	98
Are not opposed to hunting	89	92	93
Said they would vote to not restrict fishing *2014 Wording change: Said they would NOT vote to restrict fishing	81	73	72

Said they would vote to not restrict hunting *2014 Wording change: Said they would NOT vote to restrict hunting	76	66	63
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*Change is not statistically significant from 2014 to 2015. 2014 change in methodology should be noted.

February, 2016 - June, 2016

In the second half of Fiscal Year 2015-2016, there was an opportunity to capitalize on top-of-mind themes uncovered in the 2015 focus group research to build on the Hug a Hunter campaign. Negative media exposure about hunting in Colorado and elsewhere created a sense of urgency to address the benefits of hunting in a more direct way. The Council put into action a plan to build on its successful campaign and refresh creative concepts and commercials.

The Council voted on and the Director approved an operational plan and budget amendment in February 2016. The Council, with the recommendation of Pilgrim based on the information from the October 2015 focus groups, accomplished the following:

- Produced two new television commercials that directly addressed hunting as a wildlife management tool.
- Kept the messaging positive, approachable, and educational.
- Refreshed the website, online banner ads, and social media flights to reflect the theme of hunting as conservation.

2015 - 2016 Council Activities Summary

Colorado Parks and Wildlife/Wildlife Council Page:

Colorado Parks and Wildlife staff created a Wildlife Council page on the CPW website at www.cpw.state.co.us/aboutus/Pages/WildlifeCouncil.aspx. Members of the public and Council members can view each meeting and its associated documents, minutes, and presentations. Meetings are also publicly announced on this page.

Bylaws:

The Wildlife Council updated its bylaws to include more detailed meeting procedures, more detailed public comment procedures, a conflict of interest policy, and a section on officer elections.

Budget Retreat:

The Council conducted their annual budget retreat in April 2016. At the retreat, the Council voted on the budget for the contract and the reserve for Fiscal Year 2016-2017 (detailed in the next section of this document).

The Council discussed concerns about the Wildlife Council's budget; recognizing that advertising costs have increased and license revenue is flat, therefore the Council's spending power has decreased. The Council would like to pursue revenue generation through a surcharge fee increase.

At the budget retreat, the Council also revisited its strategic goals, originally created in April 2015. The Council agreed that the strategic goals were still relevant and discussed the goals in more detail.

Wildlife Council Strategic Goals:

1. Examine and utilize target audiences.
The Council reaffirmed the desire to target specific audiences including voter segments within the general public. The Council reaffirmed the method of using research to understand messages that resonate with target audiences.
2. Connect Wildlife Council education efforts to CPW marketing efforts.
The Council discussed practical ways to connect the Wildlife Council's educational campaign to CPW's marketing efforts. Wildlife Council advertisements can send people to CPW for more information about species, educational opportunities, or how to buy licenses. In addition, advertising agency staff and CPW marketing staff should work closely together to coordinate parallel efforts with their campaigns and to coordinate on common messaging, such as conservation. This could include regular meetings between key personnel from the advertising agency and CPW. Working closely together can also create efficiencies by using existing CPW video, photography, and website copy where appropriate.
3. Build and maintain partner advocates.
The Council wants to improve communications with hunting and angling organizations to cultivate partner advocates for the Council's mission. There is agreement that the Wildlife Council's role is not to be the main convener for all issues important to sportsmen's organizations; however there is an opportunity to provide more information to hunting and angling organizations about the Council's activities. To this end, the Council held a partner meeting in June 2016 and invited a list of representatives from sportsmen's organizations to view the new commercials.
4. Target hunters and anglers.
The Council reaffirmed the importance of hunters and anglers as a target audience and potential advocate for the Council's mission. Campaign talking points for license buyers and marketing to hunters and anglers should continue to be part of the overall campaign in the future.
5. Incorporate Wildlife Council messaging in public education.
Conservation as a public education message, especially in schools, can be a powerful tool to encourage ownership and responsibility for managing wildlife. CPW and other Colorado outdoor education organizations should have consistent outreach messages that address wildlife as a public trust and wildlife management as the primary tool for wildlife conservation.

Request for Proposals (RFP) Process

Per State Fiscal Rules, the State may enter into contracts with vendors for up to five years with an annual option to renew the contract. After a period of five years, the State must engage in a competitive bid process to award the contract for the next five year period, with the current contractor eligible to compete and bid for the project. This year marked the end of the five year period with Pilgrim Advertising, and so a Request for Proposals (RFP) process for the Council's advertising contract was conducted between March 2016 and May 2016. The RFP was conducted per State Fiscal Rule by the Colorado Department of Natural Resources procurement personnel, the CPW Staff Liaison to the Council, the Marketing Representative on the Council, and the CPW Assistant Director of Information and Education. The RFP Committee awarded the selection to R&R Partners based on the firm's demonstration of its ability to produce high quality comprehensive media campaigns and its experience with stakeholder outreach campaigns.

Section II: 2016 - 2017 Operations Plan

Mission

The Wildlife Council Mission for 2016-2017 is:

To educate the general public about the benefits of wildlife, professional wildlife management and wildlife-related recreational opportunities in Colorado, specifically hunting and fishing, by designing, implementing, and managing a comprehensive media-based public educational campaign.

To achieve this mission the Wildlife Council will:

- Transition the current Hug a Hunter Campaign and assets to R&R Partners, the advertising agency on contract for the 2016-2017 time period.
- Provide direction to R&R Partners to continue the newly produced Hug a Hunter commercials, online banner ads and social media for at least the first half of Fiscal Year 2016-2017.
- Provide direction to R&R Partners to conduct planning and research for the next five year (2016-2021) plan cycle.
- Evaluate the effect of the campaign through awareness research.

Educational Campaign Goals

The Council, based upon recommendations by R&R Partners, will continue to purchase media to air the newly produced Hug a Hunter commercials, online banner ads, and social media campaigns. Fiscal Year 2016-2017 will also be a planning year in which the Council will work with R&R Partners to complete a five year plan for evolving the campaign, with an emphasis on ways to include the Council's strategic goals to the extent feasible.

Fall Retreat:

To facilitate planning efforts for the campaign, the Council will conduct a two-day retreat in August 2016.

Production of a Five Year Plan:

Working with R&R Partners, the Council will produce a plan for the next five years to guide the overall educational campaign, integrating the Council's strategic goals to the greatest extent feasible.

Contracting, Operations and Management

The contractor, R&R Partners, will be responsible for the following work, which is outlined in greater detail in the contract:

- Attend all Council meetings and conference calls.

- Develop on-strategy message/content for the media campaign.
- Provide on-strategy creative concepts for selection by the Wildlife Council and CPW Director.
- Recommend appropriate media plan and associated vehicles to meet the communication objectives.
- Upon approval, purchase media time and other communication resources, within budget, as necessary.
- Develop strategies to target specific audiences, including general voters, sportsmen's organizations, hunters and anglers, and legislators.
- Pre-approve all marketing initiatives with the council.
- Design and execute research to monitor and measure the effectiveness of the program.
- Review effectiveness of message content and all media copy with council.
- Work with CPW video production staff to utilize pre-existing footage, photography, social media content, or website content when possible.
- Seek input and feedback from the Council, prior to final messaging and/or media purchases.
- Provide activity reports for distribution to the Council prior to each Council meeting or conference call. Reports will include completed projects since the last report, status of ongoing activities, and anticipated timelines for upcoming projects.
- Before the Operational Plan year end, make recommendations regarding the upcoming and future year's educational program strategies and budget.

Information Dissemination

It is important for the Wildlife Council to use a variety of tools to help the public understand and support its mission and plans. To this end, the Wildlife Council will:

- Use the Wildlife Council page on the CPW website to announce its meetings and provide the public access to its meeting documents, history, research documents, and operational plans.
- Work with CPW to use space in the hunting and fishing brochures to inform hunters and anglers of the Council's mission and campaign.
- Continue to find creative ways to partner with CPW to utilize media vehicles, such as Colorado Outdoors Magazine, and provide materials and information at educational events as feasible.
- Develop strategies to target sportsmen's organizations and other partner advocates.

Annual Budget Review

The CPW Staff Liaison and the Wildlife Council Treasurer will account for and manage the spending of the Wildlife Council's \$1,100,000 (spending authority fiscal year 2016-2017) to execute the program. Staff will provide bi-monthly budget reports to the Council showing projected revenue and expenditures.

Throughout the fiscal year, any changes to the proposed budget will be reviewed and approved by the Council and submitted to the Director for review. An operational plan amendment may be executed for major changes in the Council's budget or strategy.

The Council will vote on the contract amount and the desired reserve amount at the annual budget retreat in spring 2017.

2016 - 2017 Budget

Fiscal year 2016-2017 runs from July 1, 2016 to June 30, 2017. The budget is based on projected fund revenue and the Council's planned reserve. NOTE: The total spending authority for fiscal year 2016-2017 approved by the legislature is \$1,100,000. Planned expenditures are based on available funds (revenue + starting balance) minus the reserve.


Projected Revenue	\$	927,620
Projected Starting Balance	\$	266,422
<u>Reserve*</u>	\$	<u>(310,000)</u>
Total Projected Available to Spend	\$	884,042

*Reserve: In fiscal year 2015-2016 the Council drew down the reserve to about \$260,000 to fund media placements for the campaign shift in the second half of the Fiscal Year. In 2016-2017 the Council will set aside \$50,000 to build the target reserve from \$260,000 to \$310,000. The long-term goal, likely achievable within two years, is to build the reserve back to \$400,000. The reserve amount will allow the Council to cover working media placements which can total \$200,000 to \$400,000 and allow the Council flexibility to time these media placements based on objectives.

(See final page of this document for detailed proposed budget)

Operations Expenses	\$	25,000
R&R Partners Advertising Contract*	Not to exceed \$	<u>850,000</u>
Total Estimated Expenditures	\$	<u>875,000</u>

*R&R Partners is allowed a 10% budget category fluctuation not to exceed \$850,000. See final page of this document for detailed proposed budget.



Bob Broscheid
CPW Director

7-17-16

Date



BASIC COMPENSATION/MONTHLY FEE	Description	HOURS	FEES	EXPENSES	TOTAL
	1 Brand & Project Management	285	\$32,775	\$0	\$32,775
	2 Creative Development & Production	315	\$36,225	\$0	\$36,225
	3 Media Planning & Buying	275	\$31,625	\$0	\$31,625
	4 Social Media Strategy, Engagement & Production	320	\$36,800	\$0	\$36,800
	5 Website Maintenance & Reporting	40	\$4,600	\$280	\$4,880
	SUBTOTAL:	1,235	\$142,025	\$0	\$142,305
	Basic Compensation Rate (Monthly Fee)				\$11,859
CREATIVE PRODUCTION	Description	HOURS	FEES	EXPENSES	TOTAL
	6 Television + Digital Video Production	80	\$9,200	\$100,000	\$109,200
	7 Website Design & Development	65	\$7,475	\$0	\$7,475
	8 Photography	20	\$2,300	\$15,000	\$17,300
	SUBTOTAL:	165	\$18,975	\$115,000	\$133,975
RESEARCH & PLANNING	Description	HOURS	FEES	EXPENSES	TOTAL
	9 Quantitative Online Survey	75	\$8,625	\$11,750	\$20,375
	10 Qualitative Focus Groups	110	\$12,650	\$20,695	\$33,345
	SUBTOTAL:	185	\$21,275	\$32,445	\$53,720
MEDIA PLACEMENTS	Description	HOURS	FEES	EXPENSES	TOTAL
	11 Working Media Placements	0	\$0	\$520,000	\$520,000
	SUBTOTAL:	0	\$0	\$520,000	\$520,000
	GRAND TOTAL:	1,585	\$182,275	\$667,445	\$850,000

ASSUMPTIONS

1. Ongoing brand and project management for entire fiscal year.
2. Creative development of assets to support the campaign.
3. Media strategy, buying, planning, ongoing management and invoice reconciliation to support the full-year media buy.
4. Social media strategy, ongoing community management (for up to two channels) and content production to support new campaign direction.
5. Routine website maintenance and standard Google Analytics reporting. One year website hosting fee.
6. Production of two :30 TV spots including all production costs; talent, music, voiceover, filming, editing, etc.
7. Facelift of existing website.
8. Photography needs to support creative production of new campaign assets.
9. Benchmark education and awareness tracking online survey. Statewide sample of 400 Colorado voters.
10. Message testing. Up to 6 focus groups. Precision Opinion. Participants will be Colorado voters.
11. NET media expenses 2016-2017.