

MINUTES
EDUCATION, PLANNING AND OUTREACH COMMITTEE MEETING
4000 WEST BROAD STREET
RICHMOND, VIRGINIA

AUGUST 21, 2006, 5:30 p.m.

PRESENT: Sherry Smith Crumley, Chairman, C. Marshall Davison, Jimmy Hazel and Ward Burton, **INTERIM DIRECTOR:** Colonel W. Gerald Massengill; **SENIOR STAFF:** Charlie Sledd, Gary Martel, David Whitehurst, Mike Bise, Virgil Kopf, Ray Davis and Bob Duncan

Approval of Minutes: The minutes of the May 24 and July 18, 2006 meetings have been made available to the Committee members and posted on the agency's Web site. **Mr. Hazel moved, second by Mr. Davison, passed unanimously in a show of hands vote, to approve the minutes as written. Ayes: Hazel, Davison, Crumley and Burton**

Committee Charter: Charlie Sledd reviewed the proposed Committee Charter, which was reviewed at the May 24 meeting but not approved due to the absence of a quorum.

Mr. Hazel moved that the Education, Planning and Outreach Committee recommend approval of the proposed charter to the full Board, but before a vote was recorded, Ms. Crumley proposed an amendment to the Governance Manual regarding orientation of new Board members. Currently the Governance Manual requires orientation for new Board members to occur within 45 days of appointment. Compliance with that time line is problematic given the delay between the actual appointment and the announcement of the appointment. It was felt that the amendment should require the Board Secretary to provide new appointees with all printed materials within two weeks of appointment, i.e., Virginia Freedom of Information Act, Conflict of Interest Act, Board Orientation Manual, Governance Manual, Code of Ethics, Title 29.1 of the Code and the printed copies of Board regulations and policies. Orientation will be in conjunction with the earliest scheduled Board meeting or within 90 days of the appointment for new Board members.

Mr. Hazel moved, seconded by Mr. Davison, passed unanimously in a show of hands vote that the Education Planning and Outreach Committee recommend to the full Board that it approve the Committee's proposed charter and that the Board amend the Governance Manual to reflect the above referenced change. Ayes: Hazel, Davison, Crumley and Burton

Orientation Manual: Charlie Sledd provided copies of a proposed orientation manual to the Committee members for review. He indicated if the Committee approved the proposed manual, the material will be placed in an orientation binder and copies will be made available to all members of the Board.

Mr. Sledd noted that the Orientation Manual will be supplemented by the Governance Manual, the Board's Code of Ethics and Conduct, and the Commission Guidebook.

After discussion on the content of the Orientation Manual, the Committee requested staff to add a calendar to insure that the Board complies with requirements of its Governance Manual. Additionally, the manual needs to stipulate that the document will be updated to insure that it is current with Board regulations and state statute requirements. The Committee agreed that the responsibility for updating the manual should reside with the agency director.

The Committee felt that the proposed content of the Orientation Manual met the needs of the Board and its new members.

Update on 2007 Legislative Proposals: Charlie Sledd presented the Department's five legislative proposals for 2007: (1) To grant the Board the authority to adjust non-resident and lifetime license fees by more than \$5.00 as currently allowed; (2) to add the crossbow license to the combo sportsman and youth hunting licenses; (3) to make the National Forest stamp good for one year from the date of purchase; (4) to address the inconsistency between BUI and DUI violations, and (5) to change state statute to allow for the automation of the delivery system for Waterfowl Blind Licenses.

The Committee expressed concern for the suggested \$10.00 adjustment for non-resident license fees and \$50.00 for the lifetime license. They felt strongly that non-resident license fees in Virginia should correspond more closely to those fees charged by other states to Virginia's hunters and anglers. Staff expressed concern for trying to establish reciprocal license fees for non-residents.

Mr. Hazel moved that the Education, Planning and Outreach Committee request staff to amend the legislative proposal pertaining to non-resident license fees by increasing the proposed ceiling from \$10.00 to \$50.00. After additional discussion, Mr. Davison moved, seconded by Mr. Hazel, passed unanimously in a show of hands vote, to amend the legislative proposal to give the Board the authority to increase non-resident license fees up to \$100.00 per license. The Committee agreed with the proposed \$50.00 authority to adjust lifetime license fees. Ayes: Davison, Hazel, Crumley and Burton.

Ms. Crumley asked staff to provide each Committee member with a comparison of Virginia's license fees to those of other states. The Committee also requested information on the amount of revenue that might be generated by the proposed authority to increase non-resident license fees up to \$100.00, along with information on who purchases Virginia's non-resident licenses.

Mr. Hazel moved, seconded by Mr. Davison, passed unanimously in a show of hands vote, to advance a legislative proposal to the full Board for approval to add the crossbow license to the sportsman and youth resident combo licenses. Ayes: Davison, Hazel, Crumley and Burton.

Mr. Hazel moved, seconded by Mr. Davison, passed unanimously in a show of hands vote to advance a legislative proposal to the full Board for approval to add the National Forest Stamp to the good for one year from date of purchase category. Ayes: Davison, Hazel, Crumley and Burton.

Mr. Hazel moved, seconded by Mr. Davison, passed unanimously in a show of hands vote, to advance a legislative proposal to the full Board for approval to address the inconsistency between BUI and DUI violations. Ayes: Davison, Hazel, Crumley and Burton.

Mr. Hazel moved, seconded by Mr. Burton, passed 3:1 to advance a legislative proposal to the full Board for approval to authorize the Department to automate the delivery process for waterfowl blind licenses. Ayes: Hazel, Burton, Crumley; Nay: Davison

Strategic Planning: Virgil Kopf presented an overview of the proposed strategic planning process that was presented at the July 18, 2006 meeting. He noted that strategic planning is an ongoing process via the Council on Virginia's Future, a legislative/private initiative. He noted that the Department's budget is developed in accordance with the goals and objectives of the Council on Virginia's Future. The Council on Virginia's Future is stressing performance-based budgeting and performance measurement.

To be successful, strategic planning is a continuous operation that has to be supported by management and all components have an accountability aspect. He recommended to the Committee that it have a plan that would develop a strategic plan over a short time, but over a longer period of time, to develop internal skills and abilities of employees to implement the plan. The plan would identify what needs to be done and develop the measurements and processes for measuring the objectives. The plan would measure accomplishments and employees would understand those goals for which they will be held accountable and by which their performance will be measured.

Dr. Kopf indicated that a strategic plan can be developed in three to six months, but a strategic planning system will require 24 plus months to accomplish, and the continuous improvement process will be ongoing.

Staff indicated that it could cost up to \$350,000 to develop a strategic plan and to train employees. The Committee expressed concern for the estimated cost to develop a strategic plan, and they asked if the funds could be made available. Staff responded that the funds could be made available by using some appropriated funds that have not been obligated. Staff felt that one full-time position would have to be assigned to manage the strategic planning process. Additionally, a significant amount of staff time will be needed to complete the process. A consultant with expertise in strategic planning would also be needed.

The Committee discussed the proposed time line for completing the process. Colonel Massengill was asked for his perspective on strategic planning, and he felt that a planning unit consisting of agency employees might be the more desirable approach rather than outside consultants. Staff did not object to that approach.

Mr. Hazel agreed there is a strategic planning need, but he was concerned about moving forward at this time. It was the consensus of the Committee to delay recommending to the full Board that it authorize the agency to proceed with a strategic planning process until the new director is hired. The Committee did authorize Colonel Massengill and Virgil Kopf to explore available

options and potential costs with consultants and to have that information available for consideration at a future time.

Director's Performance Measurement Instrument: A draft performance measurement instrument for the director was presented to Committee members for review and comment.

The Committee considered the process for conducting the director's performance, and it was indicated that the Board would consult with the Secretary of Natural Resources during the process. A list of the director's accomplishments will be distributed to Board members at least 30 days prior to the Board completing its performance evaluation for the director.

Mr. Davidson moved, seconded by Mr. Hazel, passed unanimously in a show of hands vote, to share the draft director's performance measurement instrument with the full Board. Ayes: Davison, Hazel, Crumley and Burton.

Other Member Items: David Whitehurst was requested to brief the Committee on reorganization of the Information and Education Unit. He distributed a listing of identified issues to the Committee members, including reconnecting people with wildlife. To do this, the Unit has considered a public opinion survey regarding attitudes towards the agency. They feel that all agency employees share the responsibility for getting information to the public. It is felt that employee attitudes towards that responsibility need to be determined, along with how employees have changed as a result of recent issues.

The Unit feels that the agency needs to rebuild its credibility by being proactive rather than reactive. He recommended developing a plan for moving forward.

Specifically, the Unit is evaluating potential changes to the agency's Web site. Plans are underway to add the Board and Committee meeting recordings to the agency's Web site. Because recordings can be manipulated and changed, Mr. Whitehurst stated that the written Board minutes would need to be retained for the official record.

In addition to increasing efforts with outdoor writers groups, the Unit is giving thought to resuming a weekly newsletter similar to the old "Outdoor Report". The newsletter would be distributed electronically and by hard copy. To be successful, the newsletter would require division input. Mr. Whitehurst indicated that he is considering changing David Coffman's responsibilities to include assisting with the weekly newsletter.

The Unit is evaluating video streaming to offer the agency's video products via the Web. It is felt that this tool would increase visibility of agency programs.

The Information and Education Unit is marking all of its vehicles and equipment as agency owned. They are also looking for opportunities to improve relations with the media by holding media events and perhaps providing a briefing on issues before or after Board meetings. The new Law Enforcement Division Lieutenants will assist with media outreach efforts in their regions.

To accomplish the outlined plan, the Assistant Division Director needs to be hired to guide the Information and Education Unit.

Ms. Crumley asked and told that the Department has not charged for the newsletter in the past. She also asked and was told that a decision has not yet been made on when the newsletter would be distributed.

Mr. Whitehurst indicated that the Information and Education Unit feels strongly that the agency needs to give consideration to a name change because it is felt that the current name does not accurately reflect the agency.

Point of Sale Update: Virgil Kopf reported that 154,700 licenses have been sold since July 1 by 471 license agents. License agent sales have ranged from a high of 2,382 to one. As of this date, 637 sportsmen licenses have been sold, along with 4,109 resident archery licenses and 2,079 crossbow licenses. Additionally, license sales at the Outdoor Show increased by 11% this year.

Ms. Crumley asked if the agency has addressed the complaints by Jack Randolph in a recent column on the time it takes to complete a license sales transaction. Staff responded that it continues to review data on the time it takes to complete a sale. Virgil Kopf indicated that 90% of the sales have occurred in six minutes or less. Up to two and one-half licenses are sold per license document. Using the manual system, it would have taken six to nine minutes to complete the sale.

Dr. Kopf reported that his programmers sold licenses at the Outdoor Show and they reported that often it is the perception that it is taking longer than it actually does. He indicated that staff will continue to look for ways to improve the process to make it more efficient.

Ms. Crumley asked and was told there is no way for the system to insure that a license buyer is asked if he wants to contribute to the Hunters for the Hungry program. Staff indicated that 610 contributions had been made to the program since July 1. The Hunters for the Hungry program is being encouraged to work directly with license agents to increase cooperation, and to recognize license agents for their efforts. Although telephone sales are nominal, operators are prompted to ask the caller if they wish to contribute to the Hunters for the Hungry program.

Adjournment: As there was no further business, the meeting was adjourned by the Chairman at 8:20 p.m.

Respectfully submitted,

Belle Harding
Board Secretary

