

South Dakota

Department of Game, Fish and Parks

Strategic Planning

2016-2020



**Strategic Planning**

**RETREAT #3 SUMMARY REPORT**

Cedar Shore Resort

Wednesday, July 13, 2016 9:00 a.m. – 5:00 p.m.



# DEPARTMENT of GAME, FISH AND PARKS

## 2016 – 2020 Strategic Planning

### SUMMARY REPORT: OVERVIEW

The South Dakota Game, Fish and Parks (GFP) Strategic Planning Team convened for Retreat #3 on Wednesday, July 13, 2016 to continue its strategic planning process.

Similar to previous strategic planning retreats and subcommittee meetings, open agency dynamics set the stage to effectively complete the core activities and tasks at hand. GFP is committed to a culture that promotes innovation and allows unique perspectives to stimulate viable strategies and solutions.

### GENERAL RETREAT INFORMATION: RETREAT PURPOSE

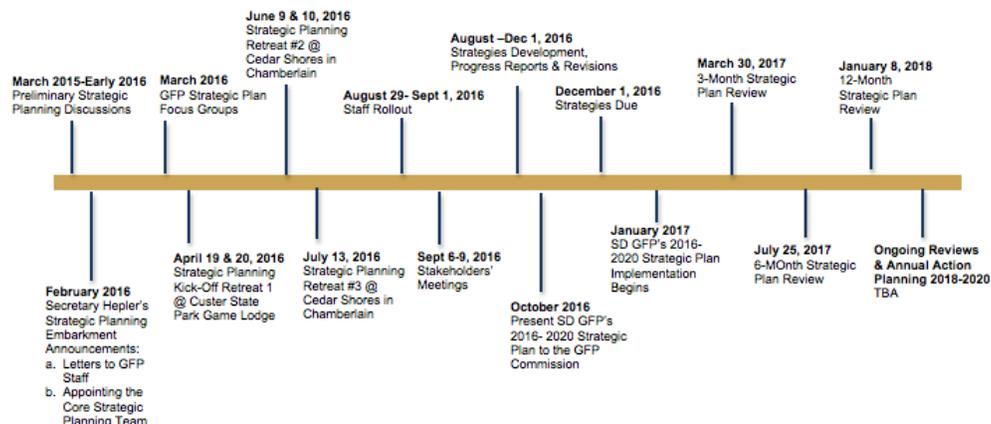
- Engage a broad scope of GFP personnel in the strategic planning process.
- Review objectives, approach, updated timeline and the planning team members' roles and responsibilities.
- Present vision, values and mission.
- Present goals and objectives.
- Continue developing descriptive and quantitative measurable outcomes and potential strategies.
- Preview stakeholder engagement meetings.
- Identify regional stakeholder topics for the stakeholder sessions.
- Incorporate team building and leadership development concepts.
- Position GFP for the next strategic planning steps.
- Express gratitude to the planning team and all staff for their commitment to the agency and the strategic planning process.

### AGENDA ITEM: WELCOME MESSAGES

Secretary Kelly Hepler welcomed the planning team. He recognized the incredible amount of time, level of commitment and hard work that has already been produced through the strategic planning process. Hepler shared his view that the agency is experiencing a shift in its culture and will use the strategic plan for how the department will conduct business in the future. As each daily GFP task is executed, each meeting is conducted, and/or each customer is served, GFP's mission will be the centric focus.

Facilitator Sue Konstant reminded the planning team that this stage of the planning process is critical. Inclusively developing specific measurable outcomes for the goals and objectives, hosting stakeholder engagement sessions and creating cross-division and mission-focused strategies are essential planning components. By embracing higher levels of excellence for this process, these intentional steps are what separate organizations with generic goal plans from those with exceptional strategic plans.

### UPDATED TIMELINE





# DEPARTMENT of GAME, FISH AND PARKS

## 2016 – 2020 Strategic Planning

### SOUTH DAKOTA GAME, FISH AND PARKS 2016 - 2020 STRATEGIC PLAN

#### WHO DO WE STRIVE TO BE?

## VISION

We will conserve our state's outdoor heritage to enhance the quality of life for current and future generations.

#### WHAT DO WE DO?

## MISSION

We provide sustainable outdoor recreational opportunities through responsible management of our state's parks, fisheries and wildlife by fostering partnerships, cultivating stewardship and safely connecting people with the outdoors.

#### WHAT ARE OUR BELIEFS?

## VALUES

#### EXCELLENCE

We believe in a culture of professionalism and accountability to meet the expectations of our customers and empower staff to succeed.

#### STEWARDSHIP

We believe in applying biological and social sciences to conserve and respectfully manage our state's outdoor resources for current and future generations.

#### INTEGRITY

We believe in being transparent and honest by promoting high ethical standards.

#### COMPASSION

We believe in the dignity of each person and genuinely care for the people we serve.

EXCELLENCE · STEWARDSHIP · INTEGRITY · COMPASSION





**DEPARTMENT of GAME, FISH AND PARKS**  
**2016 – 2020 Strategic Planning**

**SOUTH DAKOTA GAME, FISH AND PARKS**  
**2016 - 2020 STRATEGIC PLAN**

# HOW DO WE GET THERE?

**OPPORTUNITIES**

**PROVIDE OUTDOOR RECREATIONAL OPPORTUNITIES**

Optimize the quantity and quality of sustainable hunting, fishing, camping, trapping and other outdoor recreational opportunities.

**RESOURCES**

**SERVE AS STEWARDS OF OUR STATE'S OUTDOOR RESOURCES**

Maintain and improve our outdoor resources to ensure sustainability.

**CONFIDENCE**

**INSPIRE CONFIDENCE**

Instill trust from the people we serve through transparency and accountability.

**EXCELLENCE**

**FOSTER PROFESSIONAL EXCELLENCE**

Develop and empower highly engaged and well-trained staff.





## DEPARTMENT of GAME, FISH AND PARKS 2016 – 2020 Strategic Planning

### GOALS & OBJECTIVES

**SOUTH DAKOTA GAME, FISH AND PARKS  
2016 - 2020 STRATEGIC PLAN**

# HOW DO WE GET THERE?

**OPPORTUNITIES**  
**PROVIDE OUTDOOR RECREATIONAL OPPORTUNITIES**  
Optimize the quantity and quality of sustainable hunting, fishing, camping, trapping and other outdoor recreational opportunities.

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Maintain and improve our outdoor resources to ensure sustainability.

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**INSPIRE CONFIDENCE**  
Instill trust from the people we serve through transparency and accountability.

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**FOSTER PROFESSIONAL EXCELLENCE**  
Develop and empower highly engaged and well-trained staff.

## OPPORTUNITIES

**Provide outdoor recreational opportunities.**

*Optimize the quantity and quality of sustainable hunting, fishing, camping, trapping and other outdoor recreational opportunities.*

### **Objectives:**

- A. Enhance fishing opportunities.
- B. Enhance hunting and trapping opportunities.
- C. Enhance the activities and experiences within the state park system.
- D. Expand and promote diverse recreational opportunities.
- E. Maintain and improve infrastructure and facilities.



## DEPARTMENT of GAME, FISH AND PARKS 2016 – 2020 Strategic Planning

SOUTH DAKOTA GAME, FISH AND PARKS  
2016 - 2020 STRATEGIC PLAN

# HOW DO WE GET THERE?

### OPPORTUNITIES

#### PROVIDE OUTDOOR RECREATIONAL OPPORTUNITIES

Optimize the quantity and quality of sustainable hunting, fishing, camping, trapping and other outdoor recreational opportunities.

### RESOURCES

#### SERVE AS STEWARDS OF OUR STATE'S OUTDOOR RESOURCES

Maintain and improve our outdoor resources to ensure sustainability.

### CONFIDENCE

#### INSPIRE CONFIDENCE

Instill trust from the people we serve through transparency and accountability.

### EXCELLENCE

#### FOSTER PROFESSIONAL EXCELLENCE

Develop and empower highly engaged and well-trained staff.



## RESOURCES

Serve as stewards of our state's outdoor resources.

*Maintain and improve our outdoor resources to ensure sustainability.*

### Objectives:

- A. Manage park lands and facilities to optimize outdoor opportunities within social, fiscal and biological constraints.
- B. Manage wildlife within social, fiscal and biological constraints.
- C. Manage fisheries within social, fiscal and biological constraints.
- D. Utilize partnerships with private landowners and public land managers to collaboratively manage fish, wildlife and associated habitats.
- E. Manage habitat on GFP lands for sustainability of natural resources.
- F. Manage GFP lands to preserve and protect cultural and historic resources.



## DEPARTMENT of GAME, FISH AND PARKS 2016 – 2020 Strategic Planning

SOUTH DAKOTA GAME, FISH AND PARKS  
2016 - 2020 STRATEGIC PLAN

# HOW DO WE GET THERE?

### OPPORTUNITIES

#### PROVIDE OUTDOOR RECREATIONAL OPPORTUNITIES

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### RESOURCES

#### SERVE AS STEWARDS OF OUR STATE'S OUTDOOR RESOURCES

Maintain and improve our outdoor resources to ensure sustainability.

### CONFIDENCE

#### INSPIRE CONFIDENCE

Instill trust from the people we serve through transparency and accountability.

### EXCELLENCE

#### FOSTER PROFESSIONAL EXCELLENCE

Develop and empower highly engaged and well-trained staff.



## CONFIDENCE

### Inspire confidence.

*Instill trust from the people we serve through transparency and accountability.*

#### Objectives:

- A. Enhance citizen awareness of agency mission, services and programs.
- B. Maintain open and transparent fiscal processes that align expenditures with priorities.
- C. Provide opportunities for meaningful public input.
- D. Maintain and improve agency accountability.
- E. Develop and improve partnerships and relationships.
- F. Maintain and improve customer service by remaining responsive to customer needs.



## DEPARTMENT OF GAME, FISH AND PARKS 2016 – 2020 Strategic Planning

SOUTH DAKOTA GAME, FISH AND PARKS  
2016 - 2020 STRATEGIC PLAN

### HOW DO WE GET THERE?

#### OPPORTUNITIES

##### PROVIDE OUTDOOR RECREATIONAL OPPORTUNITIES

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#### RESOURCES

##### SERVE AS STEWARDS OF OUR STATE'S OUTDOOR RESOURCES

Maintain and improve our outdoor resources to ensure sustainability.

#### CONFIDENCE

##### INSPIRE CONFIDENCE

Instill trust from the people we serve through transparency and accountability.

#### EXCELLENCE

##### FOSTER PROFESSIONAL EXCELLENCE

Develop and empower highly engaged and well-trained staff.



### EXCELLENCE

#### Foster professional excellence.

*Develop and empower highly engaged and well-trained staff.*

#### Objectives:

- A. Facilitate staff development.
- B. Facilitate supervisor development.
- C. Expand collaboration within the department.
- D. Recruit and retain quality staff.
- E. Properly equip staff.



## DEPARTMENT of GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

#### How will we get there? - GOALS, OBJECTIVES, MEASURABLE OUTCOMES & PRELIMINARY STRATEGIES

### MEASURABLE OUTCOMES

The primary retreat agenda item focused on refining the existing measurable outcomes and brainstorming one to three metric outcomes for the goals and each objective. The planning team first engaged in an icebreaker activity to stimulate measurable outcomes thought processes and assess if GFP is *Doing the Right Things Right*. They then broke into their original “Goals Groups” from the June retreat to continue developing the measurable outcomes through highly participated and interactive conversations. Each Goals Group then conducted report-outs for additional large group “feed-forward” discussions.

#### Measurable Outcomes

Measurable Outcomes answer the questions:

- What will be the end results experienced by those effected by the objectives?
- What should GFP be measuring for the objective to have impact?
- Why does the objective matter to the GFP mission? So what?
- Who will be impacted?

Measurable Outcomes are not strategies, but practical success statements capturing long-term change and value delivered.

- They define the objectives’ achievements and results.
- They are statements to ensure GFP measures the successes within each objective.
- They target compliance, value of the output, contribution and business development.
- They may be drafted in descriptive or metric formats.
- They will remain fluid throughout the life of the strategic plan as internal and external factors may shift the goals’ and objectives’ focus.

Measurable Outcomes development checklist:

- Are they truly meaningful to the core business of GFP?
- Are they the most important gauges for the objectives’ successes?
- Are they realistic and attainable?
- Will they mobilize strategies that produce intermediate/gradual changes over a reasonable period of time?
- Will they ring with stakeholders and customers?
- Will they build credibility with stakeholders?



## DEPARTMENT of GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

The following are **examples** of how quantifiable measurable outcomes may be tracked for goal and objective success:

**Example: OPPORTUNITIES - Objective A:** *Enhance fish opportunities.*

Measurable Outcome	2016	2017	2018	2019	2020	Benchmark
1. Improve existing fishing access sites by 10 per year.	10	10	10			10 Per Year

**Example: OPPORTUNITIES -Objective C:** *Enhance the activities and experiences within the state park system.*

Measurable Outcome	2016	2017	2018	2019	2020	Benchmark
At least 25% of the parks will consistently receive an “A” in visitor experience.	25%	26%				25% Annually

**Example: EXCELLENCE- Objective A:** *Facilitate staff development.*

Measurable Outcome	2016	2017	2018	2019	2020	Benchmark
Affirm staff’s value by increasing the professional development budget investment by <u>30%</u> over the next five years.	0%	5% since 2016	10% since 2016	20% since 2016	30% since 2016	30% increase by 2020.  <b>2020 Benchmark Comments:</b> <i>GFP successfully reached benchmark measurable outcome for Goal: EXCELLENCE, Objective A.</i>

Draft descriptive and numerical measurable outcomes for the goals and each objective are outlined on the following pages and are to be considered work in progress. The drafts will be narrowed down, prioritized and refined. Quantifiable measurements at this time are estimates and will be evaluated by the executive team and other GFP leadership.



## DEPARTMENT of GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

#### How will we get there? - GOALS, OBJECTIVES, MEASURABLE OUTCOMES & PRELIMINARY STRATEGIES

#### **OPPORTUNITIES: Provide outdoor recreational opportunities.**

*Optimize the quantity and quality of sustainable hunting, fishing, camping, trapping and other outdoor recreational opportunities.*

#### **Objective A: Enhance fishing opportunities.**

##### **Measurable Outcomes drafts that will be narrowed down, prioritized and refined:**

- ✓ Increase fishing education participation (urban/rural) by 10% over the next five years.
- ✓ Improve existing fishing access sites or facilities by 10 per year.
- ✓ Create 10 new fishing access sites per year (include parks & shoreline).
- ✓ Develop one community/urban opportunity per year.
- ✓ Elevate efficiencies and sustain funding by integrating the existing fisheries plan with the strategic plan.

##### **Preliminary Strategies**

Land acquisition; Create kids fishing ponds; Inventory urban outdoor opportunities; Develop shore fishing access; Develop accessible fishing access; Communicate species stocking information; Partner with wildlife groups on enhancement projects; Initiate a task force for NE water access; AIS; Budget Alignment; New development; Education

#### **Objective B: Enhance hunting & trapping opportunities.**

##### **Measurable Outcomes drafts that will be narrowed down, prioritized and refined:**

- ✓ Increase multigenerational hunting education participation by 5%.
- ✓ Increase hunting access by 1 in, and by 2 near, urban areas per year.
- ✓ Increase public land access by 5% by 2020.
- ✓ Increase private land access by 5% by 2020.
- ✓ Increase trapper participation by 10 %.
- ✓ Improve public land satisfaction by \_\_\_ points by 2020.

#### **Objective B continued:**

##### **Preliminary Strategies**

Develop access education; Create education promotion; Identify urban opportunities; Utilize partnership opportunities (ag, stock-growers, wildlife); Market hunting for youth; Develop trapping mentoring program; Explore more leasing opportunities (CREP, CHAP); Research land acquisition; Engage sportsman groups; Identify new trends

#### **C: Enhance the activities and experiences within the state park system.**

##### **Measurable Outcomes drafts that will be narrowed down, prioritized and refined:**

- ✓ Increase the number of trail opportunities per year.
- ✓ At least 25 % of the parks will consistently receive an “A” in visitor experience.
- ✓ 40% of our customers rate their visit in state parks on an annual basis.
- ✓ Develop a day use plan.
- ✓ Develop a visitor’s service plan.
- ✓ Development of viable business models for park concessions.

##### **Preliminary Strategies**

Develop parks management plans; Identify under-utilizes facilities; Identify (5) park campground expansion projects; Carry capacities for parks; Identify new day use facilities and trends; Market segmentation in programming; Identify lands; Develop an effective communication program to sell last minute campsites; Raise awareness of current programs; Submit research topics (6 per year) to SDSU to measure trends and visitor expectations.



## DEPARTMENT of GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

#### OPPORTUNITIES cont.

#### Objective D: Expand and promote diverse recreational opportunities.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Increase canoe/kayak river trail routes with campsite opportunities to 4 over the next five years.
- ✓ Develop 4 new shooting/archery ranges by 2020.
- ✓ Boating education.
- ✓ Watchful wildlife.

##### Preliminary Strategies:

Develop accessibility and accuracy of trail maps, signs, and interpretation; Develop policies that address recreational use of new technology within the park system; Promote shooting sports, OHV trails, mountain biking; Establish birding trails; Kayak & canoe activities; Support archery in schools; Partner with communities on constructing shooting sport facilities through the Grant-in-Aide Program.

#### Objective E: Maintain and improve infrastructure and facilities.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Develop an asset and facilities management plan by 2020.
- ✓ Maintain a fee structure that is affordable but yet meets development and maintenance needs.
- ✓ Implementation of a long-range maintenance plans (including roads, structures, dams, bridges, etc.)
- ✓ Reduce energy consumption at facilities by 10%.
- ✓ Increase facilities' management trainings (3 per year) for facility managers.
- ✓ Improve and enhance existing trails.

##### Preliminary Strategies

Establish additional modern and primitive camping opportunities



## DEPARTMENT of GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

#### How will we get there? - GOALS, OBJECTIVES, MEASURABLE OUTCOMES & PRELIMINARY STRATEGIES

#### RESOURCES: Serve as stewards of our state's outdoor resources.

*Maintain and improve our outdoor resources to ensure sustainability.*

#### Objective A: Manage park lands and facilities to optimize outdoor opportunities within social, fiscal and biological constraints.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Implement all existing management plans.
- ✓ Identify and prioritize technical capabilities to conduct data/information collection and analysis by 2016.
- ✓ By 2018, develop a priority list of park and park systems requiring management plans.
- ✓ Take inventory of land cover and land use of 75% of the state parks in five years.

##### Preliminary Strategies:

Develop 3 park or park systems management plans from the prioritized list.

#### Objective B: Manage wildlife within social, fiscal and biological constraints.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Implement all existing management plans.
- ✓ Identify and prioritize technical capabilities to conduct data/information collection and analysis by 2016.
- ✓ By 2017, develop a priority list of species requiring management plans.
- ✓ Conduct a review the state's T & E species ever 2 years. Prioritize species and habitat related needs as correctly identified in the Wildlife Action Plan by 2017.
- ✓ Identify and prioritize the top 3-5 violations and increase compliance by 5% annually.

##### Preliminary Strategies:

Develop management plans; Align budgets; Hunting recommendations; Population control (calling, trapping, hunting, buffalo auction, predator control); Depredation program; Hunter harvest surveys; Data management; Develop delisting and recover goals for T & E species; Translocations & reintroductions; Conservation officers & park rangers-regulation, compliance & enforcement activities; Conduct an environmental review; Research; Develop and monitor management plans; Conduct inventories.



## DEPARTMENT of GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

#### RESOURCES cont.

#### Objective C: Manage fisheries within social, fiscal and biological constraints.

Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Implementation of all existing management plans.
- ✓ Identify and prioritize technical capabilities to conduct data/information collection and analysis by 2016.
- ✓ By 2017, develop a priority list of species requiring management plans.
- ✓ Conduct review the state's T & E species ever 2 years. Prioritize species and habitat related needs as correctly identified in the Wildlife Action Plan (WAP) by 2017.
- ✓ Identify and prioritize the top 3-5 violations and increase compliance by 5% annually.

#### Preliminary Strategies:

Propagation and stocking of fish; AIS program; Creel survey; Monitor wildlife and fish diseases; Fish Regulations; Fish habitat projects

#### Objective D: Utilize partnerships with private landowners and public land managers to collaboratively manage fish, wildlife and associated habitat.

Measurable Outcomes drafts that will be narrowed down, prioritized and refined: (the Goals Group at the retreat did not have time to discuss this Objective's outcomes).

- ✓ Increase landowner cooperation in department programs by 5%.
- ✓ Expand Habitat Pays education and awareness by hosting a minimum of 10 landowner workshops. (??per year or is this over the next five years?)
- ✓ Leverage resources to create or enhance one collaborative program per year.
- ✓ Increase landowner cooperation in department programs by 5%.
- ✓ Add one new habitat funding source over the next five years.

#### Preliminary Strategies:

Federal coordination; Input; Prescribed burns; Land policies; Private lands habitat programs; Grassland loss; Wetlands loss; Easements; ADC; technical assistance; Contracts review and renewal.



## DEPARTMENT of GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

#### RESOURCES cont.

#### Objective E: Manage habitat on GFP lands for sustainability of natural resources.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Implement all existing management plans.
- ✓ Review existing management plans and identify improvements and resource needs to implement by the end of 2016.
- ✓ Identify and prioritize area that would benefit from further management.
- ✓ \_\_\_\_\_habitat diversification practices.
- ✓ \_\_\_\_\_wildlife production and survival.
- ✓ \_\_\_\_\_the attractiveness to hold wildlife opportunities.

##### Preliminary Strategies:

#### Objective F: Manage GFP lands to preserve and protect cultural and historic resources.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ **Maintain** all Title VI requirements for ongoing cultural site monitoring. (NOTE: **Dennis will identify the compliance level and finish this outcome.**)
- ✓ **Use** sound conservation, preservation or rehabilitation by those who perform the maintenance of the resource.
- ✓ Created permanent collections and donations policies.

##### Preliminary Strategies:

Develop historic housekeeping manuals. Identify permanent collections by by site permanence, interpretive value and de-accession items that are not placed into permanent collections.



## DEPARTMENT of GAME, FISH AND PARKS 2016 – 2020 Strategic Planning

### How will we get there? - GOALS, OBJECTIVES, MEASURABLE OUTCOMES & PRELIMINARY STRATEGIES

#### CONFIDENCE: Inspire confidence.

*Instill trust from the people we serve through transparency and accountability.*

#### Objective A: Enhance citizen awareness of agency mission, services and programs.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Implementation of a comprehensive communication plan that will
  - Increase access to meaningful and attainable content by
  - Increase average page views per visit of website by 10% per year.
  - Showcase programs and services through digital marketing techniques that lead to an increase in organic search conversion rates on our website by 10%.
  - Increase active users on each mobile app by 10% per year.
  - Increase social media response rate to 90% with a 10-minute response time.

##### Preliminary Strategies

Conduct an information preference survey (how do customers want their information?); Tailor content; Inventory user groups; Develop new website by end of 2017; Implement customer focus groups; Develop public relations strategies that represent customer focused interests through issue-management techniques.

#### Objective B: Maintain open & transparent fiscal processes that align expenditures with priorities.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Increasing from a 1-year plan to a 5-Year Capital Development Improvement Project Plan to align funding with priorities and sustain assets, by 2017.
- ✓ Secure formal budget support from Commission, Government, Legislature, etc.

#### Objective B continued:

- ✓ Increase how financial data is shared through agency communications platforms.
- ✓ Increase access to financial information through GFP specific platforms.
- ✓ Sustain wildlife & parks working capital at 25% of GFP's budget
- ✓ Duplicate publication of state standardized budget, financial, revenue and performance indicator on GFP specific communications
- ✓ Once developed and standardized, facilitate the dissemination of Legislative Planning Committee information within GFP communications.

##### Preliminary Strategies

Internally align funding with department needs & division specific, mission, goal and values; Maintain open and transparent budgeting and accounting processes; Develop communications to justify GFP's ROI to legislature and public; Convey- "We take care of what we have before we expand"; Implement asset/project management system; 5-year Capital Development Improvement Project plan; Develop initiatives to inform & educate customers, stakeholders and elected officials of GFP's financial outputs.

#### Objective C: Provide opportunities for meaningful public input.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Limit email response rate to 2 days.
- ✓ Improve and increase public input channels.
- ✓ Improve internal collaboration.
- ✓ Reduce barriers and obstacles to participation.

##### Preliminary Strategies

Create logging system for correspondence; Develop a digital confirmation process and strategic delivery of emails received; Review current platforms for existing public involvement; Explore new platforms for public participation; Evaluate best approach - open houses, stakeholder Commission meetings and process.



## DEPARTMENT of GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

CONFIDENCE cont.

#### Objective D: Maintain and improve agency accountability.

**Measurable Outcomes drafts that will be narrowed down, prioritized and refined:**

- ✓ Improve professional standards by developing and implementing policies and procedures (i.e. code of conduct, employee and commission conflict of interest, internal control, etc.)
- ✓ Adoption of GFP's strategic goals by Legislative Planning Committee.
- ✓ Increase public support for agency business practices, management approaches and operations through the utilization of
  - a. various management plans
  - b. annual reports
  - c. guiding documents

#### Preliminary Strategies:

Develop division management plans; Develop and implement code of conduct & conflict of interest standards; Review and maintain internal policies and procedures documents; Maintain GFP's annual reporting process

#### Objective E: Develop and improve partnerships and relationships.

**Measurable Outcomes drafts that will be narrowed down, prioritized and refined:**

- ✓ Increase presence with key stakeholders and cultivate new partners.
- ✓ Increase recruitment, retention and reactivation.
- ✓ Increase effectiveness with state, federal and tribal delegation and local governments.
- ✓ Leverage NGO staffing and funding that support the GFP mission.
- ✓ Generate good will through donations and in-kind services.

#### Preliminary Strategies

Inventory partner groups; Develop more stakeholder work groups; Continue statewide habitat university workshop education; Maintain and enhance Habitat Pays education and awareness (including water quality); Create partnerships to jointly protect traditional cultural tribal properties; Maintain wildlife drainage program relationships.

#### Objective F: Maintain and improve customer service by remaining responsive to customer needs.

**Measurable Outcomes drafts that will be narrowed down, prioritized and refined:**

- ✓ Ensure online customer security and personally identifiable information (PIN) is at 100%.
- ✓ Identify baseline to increase customer satisfaction by 20%.
- ✓ Improve streamlined customer service processes.
- ✓ Increase methods to decrease language barriers (i.e. 2-3 pilot offices, publications, etc.).
- ✓ Consolidate cross division/program surveys to develop a baseline to customer service.
- ✓ Pilot 10% of field offices with translation materials.

#### Preliminary Strategies

Consolidate online licensing transactions and sales (licensing system, reservation system and shopping cart); Maintain customer responsiveness; Continue high visibility interaction with public; Investigate additional online automation technologies:

- Paperless for applications
- Simplify rules and regulations
- Implementation of kiosks
- App improvements and enhancements
- Responsive web design of the licensing system
- Develop a stand alone Custer State Park website – possible merger with current Resort site.



## DEPARTMENT of GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

#### How will we get there? - GOALS, OBJECTIVES, MEASURABLE OUTCOMES & PRELIMINARY STRATEGIES

#### EXCELLENCE: Foster professional excellence.

*Develop and empower highly engaged and well-trained staff.*

##### Objective A: Facilitate staff development.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Affirm staff's value by increasing the professional development budget/ investment by 30% over the next five years.
- ✓ Increase individual professional development by 10% over the next five years.
- ✓ Increase staff performance and productivity.
- ✓ Ensure optimal utilization of human resource capacity.
- ✓ Increase training opportunities to enhance:
  - Facilities maintenance competencies
  - Technical skills
  - Critical thinking & innovation skills
  - Communication skills
  - Team leadership & collaboration skills
  - Staff engagement

##### Preliminary Strategies

Provide continuous educational opportunities; Provide job specific trainings; Allow staff the discretion to make decisions; Encourage/train for problem solving and sound decision-making; Develop time/budget tracking awareness; Develop improved communication systems among staff (i.e. between supervisors and staff); Provide enhanced access to scientific journals; Provide supervisor training; Conduct joint leadership training; Create an employee mentorships program; Provide financial support for staff who participate in professional societies and attend meetings; Provide cultural, gender and ethnicity awareness trainings; Incorporate internal job shadowing and mentorship programs; Develop a formal new employee orientation program; Develop formal volunteer trainings; Develop policy trainings.

##### Objective B: Facilitate supervisor professional development.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Obtain an 80% or a 10% increase overall approval rating of supervisors by employees.
- ✓ Increase team/employee productivity by 20%.
- ✓ Increase staff interaction.
- ✓ Improve supervisor skills (leadership, communication, operations, conflict management, etc.)

##### Preliminary Strategies

Establish 360 review process for ACES; Prioritize time with staff; Develop supervisors with department experience; Evaluate staff doing more with less issues and efficiency levels (completing more tasks without the need for more staff); Determine staff priorities; Establish streamline communications that allows information to flow to all staff; Develop supervisor mentorship program; Improve transparency between supervisors and staff; Evaluate staff FTE & assignment of tasks.

##### Objective C: Expand collaboration within the department.

##### Measurable Outcomes drafts that will be narrowed down, prioritized and refined:

- ✓ Improve internal & external communications.
- ✓ Increase net efficiencies by 20%.

##### Preliminary Strategies

Keep staff updated; Hold department-wide conferences; Align Parks & Wildlife regional lines; Develop joint Parks & Wildlife offices; Approach equipment strategy to use federally funded equipment; Develop searchable equipment database; create improved communications between supervisors and staff; Share equipment between divisions and with partners; joint offices & operational efficiencies.



## DEPARTMENT of GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

#### Excellence cont.

#### Objective D: Recruit and retain quality staff.

**Measurable Outcomes drafts that will be narrowed down, prioritized and refined:**

- ✓ Increase retention rates of qualified staff to \_\_\_\_\_.
- ✓ Increase number of qualified applicants.
- ✓ Increase employee satisfaction to \_\_\_\_\_.
- ✓ Increase the number of seasonal staff and interns who transition to full-time employees per position availability.
- ✓ Increase agency efficiency and productivity.

#### Preliminary Strategies

Collaborate with educators to develop future hires; Maintain good working facilities, equipment, etc.; improve quality of supervision; Allow flexibility in job location; Provide incentives and/or housing for interns & seasonal staff and volunteers; Create improved connections with SD universities, online universities and out-of-state university; Refine job descriptions; Announce job openings in timely manner; Advertise job announcements regionally and nationally; Standardize per diem policies, housing, benefits, uniforms, etc.; Integrate management/leadership with field staff to improve communications and time in the field; Celebrate staff successes (staff recognition); Hire the right people for the right position; Reward and recognize programs for volunteers; Incorporate an employee resource-use day—pay day for staff to become more familiar with resources; Explore personnel benefits and incentives (i.e. comp time options, differential pay, on-call pay, etc.); Provide career advancement opportunities; Develop succession plans and retain institutional knowledge; Complete ACES to facilitate merit pay.

#### Objective E: Equip staff properly.

**Measurable Outcomes drafts that will be narrowed down, prioritized and refined:**

- ✓ Increase staff engagement by 30%.
- ✓ Increase net efficiencies by 20%.
- ✓ Decrease the number of workman's comp claims by \_\_\_\_\_%.
- ✓ Increase job satisfaction.
- ✓ Ensure staff safety.

#### Preliminary Strategies

Create a mentorship program throughout the agency (Missouri System); Review uniform policies with consistent options; Update technology at all locations including parks; Continually update equipment; Establish a consistent cell phone policy; Gather staff input on uniforms and equipment.



## **DEPARTMENT OF GAME, FISH AND PARKS**

### **2016 – 2020 Strategic Planning**

#### **MEASURABLE OUTCOMES NEXT STEPS & STRATEGIES DEVELOPMENT**

The goals, objectives, measurable outcomes and strategies will only be accomplished through the focused use of GFP staff resources, financial capital, time, partnerships and other available resources. Measurable outcomes and strategies will change and adapt throughout the life of the strategic plan as internal and external factors may shift.

##### **Teams for each of the 22 objectives were identified and must meet the following criteria:**

- Expertise in the objectives' focus areas.
- Appropriate cross-divisional representation.
- Geographical consideration.
- Multi-level representation.
- At least one member of the strategic planning team to advance the knowledge base of the process.
- Advocate for the strategic plan's initiatives as a leader within the agency.

##### **Teams for each objective are charged to:**

- **Review the draft measurable outcomes.**
  - The leadership teams can narrow down, prioritize and refine the draft measurable outcomes to meet the needs of the strategies.
  - One to three measurable outcomes are still required for each objective and will then be reviewed by the executive team in December.
- **Develop strategies.**
  - Strategies are action items that need to be defined to reach the measurable outcomes.
  - Preliminary strategies for each objective have already been developed and need to be reviewed and refined.
  - The strategies development worksheet will aid in this process.
  - These will also be reviewed and prioritized by the executive team in December.
- **Submit strategies development progress reports.**
  - On a weekly basis between Sept. 1 and Dec. 1, each objective team will provide updated progress reports through division directors for year-1/2017 implementation and budgetary review.
- **Strategy implementation.**
  - Foster implementation and oversight of the strategies throughout the life of the strategies.
  - Provide or coordinate technical support for staff, partners and others involved in implementing the strategies.
  - Provide implementation progress reports for ongoing strategies tracking and to provide updates for the quarterly and annual review sessions.
  - Continue strategies development throughout the annual budgeting process (2018-2020).



## **DEPARTMENT OF GAME, FISH AND PARKS**

### **2016 – 2020 Strategic Planning**

#### **STAKEHOLDER ENGAGEMENT SESSIONS**

Stakeholder engagement is a key component in GFP's strategic planning process. These are listening sessions in which Secretary Hepler will share our goals and objectives and listen to stakeholder input on the next stages of our internal planning process. The goal of these sessions is to strengthen our stakeholder partnerships and learn how we can better serve our customers. Large and small group stakeholder discussions will involve brainstorming on targeted issues and topics tailored by region.

Katherine (Kitty) Kinsman will facilitate these sessions. Kitty is the principal of the K Group in Rapid City and has significant experience a public affairs and lobbying firm providing public policy management, strategic planning, advocacy training and lobbying services to associations, nonprofit organizations and businesses. She has served as South Dakota Secretary of Health for two governors, and was formerly an industry trade association executive and private business owner. Kitty also has extensive connections with GFP as a former chair and board member of the GFP Foundation. Kitty's stakeholder engagement proven-approach will help surface common statewide thought-provoking topics as well as regional specific issues.

#### **PURPOSE**

- Educate stakeholders on GFP Strategic Plan & direction
- Affirm staff-driven goals & objectives
- Gather stakeholder input to inform the next stage of GFP planning process
- Build relationships with stakeholders

#### **PARTICIPANTS**

- Invitation Only Event
- Invitations sent to key leaders with decision-making authority.

#### **HOW WILL STAKEHOLDER INPUT BE USED?**

- Finalize components of GFP Strategic Plan
- Reaffirm and provide possible assistance as staff develop strategies
- Identify continued and new partnerships to achieve goals & objectives
- Assist in prioritizing the timing and budgeting of priorities

#### **LOGISTICS**

- **4 Engagement Sessions**
  - September 6 - Rapid City – 9:00AM - Noon
  - September 7 – Fort Pierre – 9:00AM - Noon
  - September 8 – Sioux Falls – 9:00AM - Noon
  - September 9 – Watertown – 9:00AM – Noon
- **Agenda**
  - Educational Session of the *DRAFT* GFP Strategic Plan foundation elements
  - Large & Small Group engagement discussions:
    - Narrow focus of drafted measurable outcomes
    - Brainstorm on targeted issues/topics based upon staff input
    - Tailored by region



## DEPARTMENT OF GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

#### REGIONAL ISSUES FOR STAKEHOLDER INPUT

GFP seeks to gain input on general and regional specific topics from the stakeholders. The planning team identified the following as the most valuable regional issues to construct stakeholder input questions and to gain feedback. These discussions will reaffirm the strategies developed by GFP and provide possible partnership assistance in those strategies.

##### Western

1. Carrying capacity.

*Additional comments:* The Opportunities goal and objectives align with this issue. Carrying capacity relates to GFP's mission success through sustainability, stewardship and quality of life. When is enough, enough? How do we balance desires & space/resources availability? What is the desired experience?

2. Landowner relationships/Access to public and private lands.

*Additional comments:* Landowners relationships align with the Opportunities and Confidence goals. Landowners provide access. They are GFP supporters and advocates. 80% of lands are partnerships.

3. Spearfish Canyon-potential State Park.

*Additional comments:* The Spearfish Canyon topic aligns with the Resources, Excellence and Confidence goals. Spearfish Canyon is considered part of locals' outdoor heritage and may be seen as GFP overreach. Joint management of resources; Fee structure; Changing traditional use.

4. Other:

- Fly fishing
- Big game populations
- Predators
- Grazing

##### Central

1. Habitat Loss/Westward Expansion of Row Crops.

2. Encroachment/Title VI Access.

3. Water Level Management.

*Additional comments:* Flushing of smelt; Salmon fishing; Water Access

4. Other:

- Cultural/Natural Resources Law
- Spearfishing Rules on Missouri River
- Concession Management/Resort Operations
- Travel Management Restrictions (USFS)
- Prairie Dog Management
- Land Locked Public Lands
- AIS
- Sedimentation
- Mule Deer Population Decline & others
- Missouri River Threatened & Endangered Species Management
- Fishing Tournaments
- Tribal Issues



## DEPARTMENT OF GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

#### REGIONAL ISSUES FOR STAKEHOLDER INPUT continued:

##### Northeast

1. Road Closures (i.e. Day County)/Water Access (private)/Non-Meandering Waters  
*Additional comments:* Crop depredation; No questions of snow geese; Spring goose season option—pulled back on AMT; Kill permits; Road closures—for safety; Federal funding road closures are separate
2. Recreational Opportunities in Parks. What do the stakeholders want for recreational opportunities in the parks?  
*Additional comments* Recreational park opportunities align with GFP goals for improving game production areas.
3. Nonresidents (waterfront, campsites, license allocation, costs, etc.)
4. Habitat Pay (Northeast & Southeast)

##### Southeast

1. Recreational Opportunities (fishing, hunting, camping, trail usage, big Sioux River and water access, new users such as fat tire bicyclists, etc.).
2. Aquatic Invasive Species (AIS).
3. Agriculture Stakeholder Items.
4. Other:
  - Campsite expansions
  - Meandering water
  - Fishing Access; Boat Ramps
  - Pheasant & Deer Populations
5. Potential questions:
  - Are you happy with our facilities?
  - How do we partner with you to develop more opportunities?
  - What opportunities are you/your members are looking for?
  - Do you want more parking or do you want more boat ramps?
  - What types of access do you want? (i.e. hunting, fishing, camping, etc.)
  - How can we enhance what we have?
  - How are you, as stakeholders, willing to partner?
  - How can you help us reach our goals?



## DEPARTMENT OF GAME, FISH AND PARKS

### 2016 – 2020 Strategic Planning

#### LEADERSHIP DEVELOPMENT

GFP's vision is now clear: *We will conserve our state's outdoor heritage to enhance the quality of life for current and future generations.* Fostering that vision requires effective leadership and the integration of high performance elements across the entire department. With trust serving as the linchpin for those high performance fundamentals, it is imperative that all GFP personnel apply the following:

- Commitment to the GFP mission.
- Contribution to deploy the strategies.
- Communication to listen, respond and provide "feed forward" for strategic planning and implementation optimization.
- Cooperation to synergize follow-through, accuracy, innovation and timeliness.
- Conflict management to embrace opportunities for improvement.
- Change readiness to welcome improved business practices.
- Connections within the department to develop a cohesive agency culture and sustain stakeholder partnerships.

The strategic planning process also provides GFP personnel opportunities to enhance its management practices and optimize its leadership skills:

#### Enhance Management

- *Planning, Budgeting & Resource Management*
- *Organizing & Staffing*
- *Creating*
- *Evaluating & Problem Solving*

#### Optimize Leadership

- *Directing People*
- *Aligning People*
- *Inspiring People*
- *Mentoring People*

*LEADING CHANGE, JOHN P. KOTTER, HARVARD BUSINESS SCHOOL PRESS, 1996*

#### NEXT STEPS & RETREAT CLOSURE

Next steps include:

- Objectives' Leadership Teams: identify and notify leaders.
- Measurable Outcomes: narrow down, prioritize & refine.
- Legislature Planning Committee presentation: August 1, 2016.
- Strategies Development (including reporting): August-December 1, 2016.
- Strategic planning progress reports to the GFP Commission: August 4, 2016; October 6, 2016
- Staff rollout: planning and materials preparation by Project Team.
- Staff rollout meetings as scheduled.
- Stakeholder engagement sessions: planning and materials preparation by Project Team and Kitty Kinsman.
- Stakeholder engagement sessions as scheduled.
- Initial GFP 2016-2020 Strategic Plan document: outline and layout continues.
- Project Team: work plan tasks and materials production continues.
- GFP advocates its vision and celebrates its successes.

Retreat closing comments included year-to-date strategic planning successes:

- Improved internal communication.
- Created cross-boundary coordination.
- Validated GFP's strategies.
- Stimulated a unified agency culture.
- Confirmed GFP's mission.
- Established a clear, cohesive direction.
- Generated the foundation elements for GFP's visionary business plan.