

South Dakota

Department of Game, Fish and Parks

Strategic Planning

2016-2020



Strategic Planning Team

RETREAT SUMMARY REPORT

Custer State Park Game Lodge

April 19, 2016 from 10:00 a.m. – 5:30 p.m. MT

April 20, 2016 from 8:00 a.m. – 3:00 p.m. MT



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SUMMARY REPORT: OVERVIEW

The South Dakota Department of Game, Fish and Parks (GFP) Strategic Planning Team convened for a two-day retreat to continue the strategic planning process. This summary may not include all agenda items and is not considered as the minutes of the retreat. This report does however include summarized statements and raw data produced by the GFP Core Strategic Planning Team from various high-energy and purposeful retreat activities.

GENERAL RETREAT INFORMATION: RETREAT PURPOSE

- Engage a broad scope of GFP personnel in the next step of the strategic planning process.
- Present strategic planning concepts and customized elements for GFP.
- Review GFP's strategic planning objectives, approach, timelines and the planning team members' roles and responsibilities.
- Promote agency cohesiveness and respect individual decision-making perspectives through team building activities.
- Establish initial vision statement, values and mission statement concepts.
- Introduce highlighted concepts from the Focus Groups.
- Conduct internal and external department assessments to identify its strengths, limitations, opportunities and threats.
- Explore and develop preliminary long-range goals and proactive objectives.
- Position GFP for the June strategic planning retreat.
- Express gratitude to GFP's planning team and all personnel for their commitment to the agency and the strategic planning process.

AGENDA ITEM: STRATEGIC PLANNING KICK-OFF

The South Dakota Department of Game, Fish and Parks Secretary, Kelly Hepler, provided opening remarks, expressed a sincere thank you for the Strategic Planning Team's leadership and communicated the need for a proactive strategic plan for GFP.

Facilitator Sue Konstant reviewed the customized strategic planning process objectives, timelines and approach; general strategic planning elements; planning team's role and responsibilities; general planning stages of development; and forecasted measurable outcomes for GFP by engaging in the strategic planning process.

AGENDA ITEM: VISUALIZATION ICEBREAKER ACTIVITY

The icebreaker activity allowed the GFP Strategic Planning Team to creatively visualize what success would look like for the agency in the year 2020. As if writing an article in 2020 and looking back over the last five years, eight groups answered specific questions in order to create a story announcing that GFP has been named the *South Dakota Department of Year* for the second year in a row.

Section A. Article Mainbar Part 1.

Answered potential questions as: *What* is the scope of business for the Department of Game, Fish and Parks, now in 2020? *Who* are GFP's customers? *What* are some of GFP's significant achievements over the last 5 years? *How* will GFP sustain its long-term objectives?

Visionary results:

- ✓ Provided quality outdoor recreational opportunities for SD citizens and its visitors
- ✓ Improved habitat infrastructure, public and private lands
- ✓ Acquired property
- ✓ Retrained and recruited quality people and resources
- ✓ Preserved and protected





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- ✓ Utilized forward-thinking principles
- ✓ Continued attendance records
- ✓ Implemented savvy technological advances
- ✓ Found balance between preserving and protecting
- ✓ Increased habitat and hunting opportunities
- ✓ Connected to today's world
- ✓ Added quote: "By keeping our integrity, providing education and continuing the excitement of GFP, we will have continuous reinvestment from our users."

Section B. Article Mainbar Part 2.

Answered potential questions as: *Why* were GFP's 2016-2020 Goals and priorities important for the department, the GFP personnel and Commission, the State, SD residents, visitors and all other stakeholders? *What* successful components of GFP have and will stay consistent? *How* did GFP utilize its strengths, advantages and/or competencies to achieve its 5-year goals? *What's* the "next big thing" for GFP?

Visionary results:

- ✓ Provided a clear directive to achieve the GFP goals
- ✓ Promoted a sense of cohesion within the department and with the GFP constituents
- ✓ Created new relationships and maintained past relationships
- ✓ Adapted to change
- ✓ Maintained strong leadership in the management of the state's resources
- ✓ Listened internally and externally to identify strengths and advantages to balance public lands and the best for resource management
- ✓ Continued to adapt as an agency to public needs and resources needs of South Dakota

Section C. Article Sidebars/Supporting Human Interest Aspects.

Answered potential questions as: *What* measurable impacts have GFP had on its stakeholders? *What* has changed/improved over the last 5 years? *How* did GFP build statewide support for achieving these milestones? *What* agency elements and/or attributes have stayed and will remain consistent for reaching its vision?

Visionary results:

- ✓ Sustained and huntable game population through public lands
- ✓ Enhanced quality of life: hunter success rates, increased licenses & revenue aspects, growth of hunting population, etc.
- ✓ Implemented successful education and recruitment efforts
- ✓ Utilized outdoor campuses in various communities
- ✓ Continued successful staff retention
- ✓ Implemented effective succession planning for future GFP leadership
- ✓ Renewed desire for professional jobs with the department
- ✓ Connected with all state universities
- ✓ Renewed landowner partnerships resulting in more land access
- ✓ Set records for the number of outdoor recreation participants and economic impact
- ✓ Established new and improved facilities
- ✓ Continued improving partnerships with tourism, business and the agriculture industries
- ✓ Increased stakeholder engagement
- ✓ Changed personnel hiring practices and requirements to include interpersonal and technical skills
- ✓ Improved department commitment to professionalism and customer service

Section D. Article Quotes by a Valued & Respected Stakeholder.

Identified: *Who* would you choose to provide the quotes? *Why?* *What* content would be expressed as to *Why* GFP's mission is important? *How* have the Department's recent successes affected the interviewee, the GFP personnel, the Commission, residents, visitors, the state, various business industries, etc.?



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Visionary results:

- ✓ Quotes would be provided by various members of the South Dakota Legislature including the Governor, SD GFP Commissioners, resources users, internal staff, South Dakota citizens, visitors, landowners, sportsman and sportswoman and other stakeholders.
- ✓ The above stakeholders would be chosen to provide the quotes to express their support for the GFP mission and its successes, their positive quality of outdoor recreational experiences, access, partnerships and agency leadership, pride, fiscal responsibilities and operational efficiencies.

Section E. Article Cover Page Photo & Headlines

Identified: *What and/or Who* would illustrate GFP's portrait of success? *Why* is GFP successful? *What* has the Department achieved over the last 5 years that sets it apart from other state agencies?

Visionary results:

- ✓ Headline: *Opportunities - Adventures – Memories*
- ✓ Photos: Included various all-inclusive GFP mission objectives and recreational activities such as hunting, fishing, game management, camping, etc. that would produce *Opportunities, Adventures and Memories*.

AGENDA ITEM: VISION, VALUES & MISSION

The strategic planning process allows GFP to formalize its vision statement and core values, and revisit its current mission statement.

VISION: A vision statement expresses the agency's hopes and dreams for the future. While posing challenges that motivate the entire department, the vision is a description of GFP's ultimate success from the 30,000-foot level. It is what GFP aspires to become, create and achieve. GFP's vision statement will be the agency's verbal portrait of success.

VALUES: Core values serve as the ethical foundation for GFP. Values are the non-negotiable convictions when making decisions and are the defined truths that guide actions. GFP's values will be the agency's overarching beliefs for how it conducts business and maintains relationships and partnerships.

MISSION: A mission statement defines the purpose through action-oriented objectives and addresses specific services/ needs/products/issues/challenges. The ground level phrases describe measurable steps to accomplish the vision. GFP's mission will communicate the agency's collective and daily cause, actions and impact.

AGENDA ITEM: CREATING GFP'S VISION STEPS 1 & 2

By developing a succinct and cohesive vision, the Department of Game, Fish and Parks will create momentum for compelling change and beam with pride as it leads with inspiration and courage. GFP's vision statement will also clarify and vocalize its unified direction from a broad and diverse scope of perspectives.

In groups, the planning team considered the following questions in steps 1 and 2 to develop key visioning concepts and/or draft vision statement phrases:

Where is GFP going & **Why?**

What will inspire GFP to relentlessly pursue its goals?

What impact and results do we want to be achieving with our services, programs and activities by the Year 2020?

What does success look like for GFP? **What** is our image for GFP's ideal future?

What will be GFP's brand in 2020?

What kinds of partnerships, alliances and collaborations will we be engaged?

What distinctive features, characteristics and other qualities will the agency possess?

What would be different about the GFP in the future?

What inspires our stakeholders?





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Raw vision development data included:

- ✓ Innovative; Quality of Life; Creative; Partnerships; Improved habitat; Sustainable; Leader; Stewardship; Opportunities; Authentic in our approach; Inspirational; Customer Service; Passion; Traditions; Multi-generational; Intentional; Strategic; Purposeful; Fiscally Responsible; Collaboration; Being the Best Resource Management Agency in North America; Bringing communities together; Sanctuary; Memory making; Proactive; Unity; Cohesive; Provide wants versus needs; Integrity—we do what we say we’re going to do; Trust; Integrity; Inspiring the next generation through education and stewardship; Limitless; Improve preservation and protect quality of life; Legendary; Serving people; For future generations; Awareness and Appreciation; Stronger families; Abundant quality and divers outdoor opportunities; Perpetuate public resources; Loyalty; Customer satisfaction; Epic; Staying connected; Clear initiatives for quality infrastructure; A place to reset, refuel and reboot; Create, establish and maintain partnerships; Increase involvement and awareness; Showcase uniqueness and variety; Leaving a living legacy; providing diverse outdoor recreational opportunities; Insuring public trust; Insuring opportunities and sustainability; Engaged; Relationships; Efficient; Mentor

Draft vision statement phrases developed by the planning team:

- ✓ GFP will be...
a respected leader; responsive to our customers’ needs; wildlife management; stewards of natural resources; conservation; fulfill/maintain state’s legacy/heritage; outdoor experiences, opportunities, adventures and memories

The following GFP Strategic Planning Team members volunteered as the Vision Statement Development Champions to refine the vision concepts into a draft vision statement and present that initial draft at the June retreat:

Gary Brundige
Katie Ceroll
Tonna Hartman
Chris Hull
Silka Kempema
Tom Kirschenmann

AGENDA ITEM: CREATING GFP’S CORE VALUES

By crafting and defining its shared values, the Department of Game, Fish and Parks will articulate its honorable foundation beliefs for when it serves customers, makes decisions, delegates tasks, collaborates with partners, builds relationships and conducts business. These absolute truths will guide daily behaviors and actions by all GFP personnel.

In groups, the planning team considered the following questions in steps 1 and 2 to identify potential values:

- What** are GFP’s overarching beliefs & **Why**?
- What** values are exhibited when GFP employees trust and appreciate each other?
- What** agency convictions are absolutes for GFP’s culture?
- How** does the agency want to be seen as by all stakeholders?

Raw data included:

- ✓ Leadership; Leaders; Integrity; Collaboration; Partnerships; Cooperation; Adaptable; Science-based; Respect; Stewardship; Compassion; Excellence; Committed; Dedicated; Passionate; Persistent; Trust/Accountability; Knowledgeable Employees; Resourceful; Professionalism; Strong work ethic; Quality; Transparent; Teamwork; Loyalty; Credible; Reputable; Honest



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Initial preferred values:

- ✓ Integrity
- ✓ Compassion (additional comment: “People don’t care what we know until they know we care”)
- ✓ Cooperation/Collaboration
- ✓ Excellence
- ✓ Adaptability
- ✓ Respectful
- ✓ Stewardship
- ✓ Trustworthy/Accountability
- ✓ Science-based
- ✓ Passionate
- ✓ Persistent
- ✓ Committed
- ✓ Leadership
- ✓ Customer-focused
- ✓ Knowledgeable Employees

2nd Draft values and/or value statements identified by the planning team:

- ✓ Integrity
- ✓ Compassion
- ✓ Excellence
- ✓ Stewardship
- ✓ Science-based
- ✓ Customer-focused
- ✓ Communication

The following GFP Strategic Planning Team members volunteered as the Values Development Champions to refine the values, define the values and present the proposed values with their respective definitions at the June retreat:

John Kanta
Emily Kiel
Luke Mickelson
Cliff Stone

AGENDA ITEM: RETURN ON INVESTMENT IMPACT AND EFFORT ASSESSMENT

The Return on Investment (ROI) Assessment serves as mission statement, goals and objectives development supplementary exercise. It exposes GFP’s alignment between its executed efforts with its objectives for maximum return on investment.

Impact: Impact reflects the value received by GFP’s customers (internally and externally).

Effort: Effort reflects the resources expended by GFP.

In groups, the planning team completed the assessment by answering:

What does GFP do that produces high impact and requires high effort? What is worth expending the resources?

What does GFP do that produces high impact and requires low effort? What requires limited resources for big returns?

What does GFP do that produces low impact and requires high effort? What requires extensive resources for limited returns?

What does GFP do that produces low impact and requires low effort? What are the quick valued points of connection that promote GFP’s mission that require little effort?



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Raw data included:

High Impact, High Effort (worth the resources)

- ✓ Habitat Management
- ✓ Public Access
- ✓ Partnerships & relationships (landowners, communities, NGO's, other state and federal agencies, etc.)
- ✓ Research & Development
- ✓ Customer service & enforcement
- ✓ New facilities (GPA, parks, Good Earth, Spearfish Canyon, etc.)
- ✓ Staff development (trainings, volunteer coordination, seasonal recruitment, orientation, etc.)
- ✓ Concessions
- ✓ Hunting season (signage, prep work, law enforcement, food plots, etc.)
- ✓ Facilities & Grounds Management (boat ramps, fish hatcheries, development, take care of what we have, weed control, food plots, mowing, prescription burns, etc.)
- ✓ Internal and external communication
- ✓ Customer Service

High Impact, Low Effort (big returns with limited resources)

- ✓ Social media and targeted emails marketing
- ✓ One-on-one contacts
- ✓ Advertising (radio ads, roadside signs, etc.)
- ✓ Visibility of GFP with the public
- ✓ Taking the time to provide exceptional Customer Service

Low Impact, High Effort (limited ROI from extensive resources)

- ✓ Research
- ✓ Surveys/Population surveys
- ✓ Paperwork & writing reports
- ✓ Facility/Infrastructure maintenance
- ✓ Species Management of non-consumptive
- ✓ GIS (in some cases)
- ✓ Facility/item inventory (i.e. shooting range inventory)
- ✓ Addressing complaints versus concerns
- ✓ Burns in parks (i.e. certification, burn plan development)
- ✓ Email
- ✓ Open house

Low Impact, Low Effort (quick valued points of connection hits that promote GFP's mission)

- ✓ Social media, emails, target messages, reminders, tweets, Facebook posts, Instagram posts
- ✓ Internal weekly and monthly reports
- ✓ Customer selective interactions (some customers respond differently to same action)
- ✓ Press releases
- ✓ Short programs, safety talks
- ✓ Meet & greet; Patrol
- ✓ Sport shows; general outreach
- ✓ General customer service



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AGENDA ITEM: CREATING GFP'S MISSION STATEMENT

By developing the mission statement, GFP clearly vocalizes its common objectives. All GFP personnel will then understand their respective roles as they take measurable steps to reach the GFP vision.

In groups, the planning team considered the following questions in steps 1 and 2 to develop potential mission statement concepts and phrases:

What is GFP's "common **cause**"? For **whom** does GFP do it? **Where** do these responsibilities take place?

What are GFP's specific **actions**? **Why**?

What is the **impact** of our purpose? **What** changes for the better? **What** benefits does GFP produce for its stakeholders?

Raw data included:

OUR CAUSE

- ✓ Provide services to its customers (South Dakota residents and its visitors)
- ✓ Provide outdoor opportunities
- ✓ Serve people and provide outdoor resources
- ✓ Be a voice for our state's resources

OUR SPECIFIC ACTIONS

- ✓ Provide opportunities and quality experiences
- ✓ Manage, protect, provide, perpetuate and enhance our state's outdoor resources
- ✓ Maintain pristine lands
- ✓ Create and provide opportunities to interact in an outdoor setting
- ✓ Build customer base
- ✓ Manage resources
- ✓ Educate and inform; Create awareness & appreciation
- ✓ Collaborate, Manage & Implement
- ✓ Provide recreational opportunities while managing the natural resources of South Dakota

OUR IMPACT

- ✓ Improve/Enhance the quality of life for our South Dakota citizens and visitors
- ✓ Create opportunities, adventures and memories
- ✓ Engage and create loyal customers
- ✓ Generate economic development
- ✓ Heighten our legacy and enrich our heritage
- ✓ Cultivate future stewards
- ✓ Provide clean and safe facilities to enjoy the resources
- ✓ Connect people to nature
- ✓ Collaborate
- ✓ Develop partnerships

Draft Mission statement concepts and/or phrases developed by the planning team:

- ✓ GFP serves the people of South Dakota and its visitors
- ✓ GFP manages, protects and enhances natural and cultural resources while providing outdoor recreational opportunities...
- ✓ GFP enhances the quality of life in South Dakota
- ✓ Collaboration
- ✓ Education
- ✓ Cultivate future stewards to improve/maintain the heritage of SD
- ✓ Create memories
- ✓ Habitat
- ✓ Engage
- ✓ Customers



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The following GFP Strategic Planning Team members volunteered as the Mission Statement Development Champions to refine the mission statement concepts and present a mission statement draft at the June retreat:

Lydia Austin
Tony Leif
Cindy Longmire
Nick Rossman
Nancy Surprenant
Justin Thede

AGENDA ITEM: FOCUS GROUPS INITIAL SUMMARIES

The project team of Chris Hull, Emily Kiel and Nancy Surprenant joined with human dimensions expert Cindy Longmire to share the ongoing process of tabulating and analyzing the over 360 pages of insightful comments collected in the nine GFP staff focus group sessions held across the state. Although some statistics are still being documented, the group was able to share some of the initially identified themes that surfaced during the staff sessions, including such topics as: General Staffing, Habitat Management, Cross Boundary Interaction between Divisions, Diversity, R3 (Recruitment/Retention/Reactivation), Education, Resource Management, Access, Customer Service, Invasive Species and Law Enforcement. The team referenced the preliminary data, included in the Planning Team binders, and expressed that although some categories had a range of comments across the board, others could be easily summarized into one clear focus. The invaluable staff input continues to be analyzed and will be used throughout the strategic planning process, especially as goals and objectives are generated.

AGENDA ITEM: STRENGTHS, LIMITATIONS, OPPORTUNITIES & THREATS ANALYSIS

In addition to the foundation data generated through the invaluable Focus Groups, the Planning Team conducted a *S.L.O.T.* Analysis to further identify positive and negative Internal and External Factors that need to be recognized and addressed through the strategic planning process. As a supplementary assessment tool, this exercise served as an interpretative filter that revealed GFP priorities and potentials. Exploring possibilities for new and innovative efforts or developing solutions for GFP's challenges will then direct the path for creating GFP's 5-year Goals, Objectives, Measurable Outcomes and detailed Strategies.

Strengths

Strengths are GFP's niches and defined as areas where GFP excels. Strengths are typically internal but external influences are not to be discounted. Strengths may be identified by answering the questions, "What is **working well** for GFP to reach its vision?" "What are our agency's **niches**?"

Limitations

Limitations are GFP's deficient areas and vulnerabilities due to limited resources such as funding, human capacity, costs, operations, etc. Limitations are typically internal but external factors are not to be discounted. Limitations may be identified by answering the question, "What **issues, needs, skills and/or capabilities** could be improved/enhanced for the agency to reach its vision if the **resources** were available?"

Opportunities

Opportunities represent significant and favorable conditions that can positively direct and innovatively impact GFP's ability to meet agency and customer needs. Opportunities are typically external but internal factors are not to be discounted. Opportunities may be identified by answering the question, "What unique **conditions/advantages** should the agency focus while reaching for its vision?"

Threats

Threats are GFP's potential current and emerging problems and risks that challenge the agency's progress to success. Threats are typically external but internal factors are not to be discounted. Threats may be identified by answering the question, "What external **pressures, obstacles, risks and/or uncertainties** must be defused in order for GFP to reach its vision?"



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In groups, the planning team members rotated among the strengths, limitations, opportunities and threats stations to provide input for each assessment component. In addition to identifying the internal and external factors that may affect GFP’s mission, the groups also determined rewards for the identified strengths and opportunities, and the consequences for the limitations and threats. Articulating the rewards and consequences at this time will assist GFP Planning Team with future development of the potential measurable outcomes for each objective.

Step 2 of the *S.L.O.T.* Analysis allowed the groups to then rank (1-3 with the #1 being the highest ranking) the identified strengths, limitations, opportunities and threats for which GFP should address in its 2016-2020 Strategic Plan. The following four pages reveal the results of the initial *S.L.O.T.* Analysis.

GFP’S STRENGTHS	REWARDS OF THOSE STRENGTHS
Ranked as #1 Strengths:	
Quality Staff: knowledgeable, talented, passionate, dedicated, etc.	Retention & longevity; Trust; Dedicated and passionate employees; Productivity; Easy to work with; Institutional knowledge & memory
Variety of outdoor opportunities with regional diversity	Access; Broad appeal
Customer Service & timely response to user base	Open door policies (no wrong doors); Research-based decision making processes
Strong resources base (hunting, fishing, recreation, habitat)	Funding base from customers; Political support; Customer satisfaction
Strong interpersonal relationships among staff	Collaboration; Teamwork
Agency: common goals, shared values; becoming transparent; passionate mission; resourceful	Legacy building; Quality work; Internal & external teamwork; Sells itself
GFP’s Commission: supportive, involved, knowledgeable	Support; Funding
Affordability of products, programs, services, etc.	Loyal customers; costs are lower than other states
Accessibility	Adequate accessibility
Legislature	Bills are passed; Parks are built
Facility Management	Quality & uniqueness of facilities; Additional opportunities
Ranked as #2 Strengths	
Engaged and caring public for current resources	Gain public trust
Versatility by staff: ability to efficiently and effectively manage variety of resources for various purposes	Resourceful; Good management
Large supportive user base	Customer loyalty; economic impact
Mostly financially self sufficient & fiscally responsible	Fiscally sustainable; Do more with less
Diverse Resources	More opportunities
Youth Recruitment/Community Outreach	Perpetuates user groups
Ranked as #3 Strengths	
Supportive Governor & Legislature	Mission sustainability
Education programs	Engagement; Knowledgeable user base
Climate diversity & seasonal opportunities	Opportunities for everyone
Other Strengths not ranked and not listed in any particular order	
Geographical location and state populations	Greater opportunities
Fish and wildlife populations	Numerous opportunities
Compassionate leadership	Positive morale
Optimist and forward thinking	Always improving
Innovate in all areas of GFP	
Enthusiasm	
Internally driven	
Common goals and shared values with users, landowners, etc.	
Ability to work in beautiful country	
GFP’s reputation, rapport & community relations	
Trainings	Safety
Non-political and informed public-based decision-making	Wiser, rational and timely decisions; Good checks and balances





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GFP'S LIMITATIONS	CONSEQUENCES OF THOSE LIMITATIONS
Ranked as #1 Limitations:	
Staffing: number needed versus workload; spatially dispersed;	
Time: not enough time for staff to complete the number of duties	
Inability to recruit & retain permanent staff & qualified seasonal staff	Poor use of resources
Pay structure for staff	Inability to recruit & retain qualified applicants
Doing more with less	
Lack of clear priorities	
Blurred Division Boundaries	Lower levels of efficiency; Loss of money & time; Overlap
Internal Politics	
Financial	Non-consumptive users; lack of financial support
Lack of education	Ignorance
Hunter image	Restricted hunting and resource use drive toward total preservation
Loss of rec use of water over private land	License sales; park use; access
Technology	Behind the game; Efficiency; Lack of awareness & caring
Differing views & vision: Farmers versus GFP	Loss of habitat
Lack of state-wide consistency within the agency	
Ranked as #2 Limitations	
Loss of sportsmen due to baby boomer demographics	Lower user levels in the next generation
Seasonal retention	
Procurement	Frustration; Project delay; Employee retention
Legislation & Laws	Hands are tied
Funding & Finite resources	Lack of maintaining what we have; We don't have the tools for what we need to accomplish
External selfishness (i.e. bow hunters vs. rifle hunters; residents versus non-residents; competition of resources, etc.)	
Landowner Relations	Limited access; erosion of support
Lack of cultural awareness	Harms image; Misses opportunities for partnerships
Too "status quo"	May miss opportunities
Lack of staff empowerment	Disengagement; Deficiencies; Lose ownership & passion
Lack of trust & communication (internally & externally)	Low communication levels
Ranked as #3 Limitations	
Lack of equipment to do tasks	
Volunteers & Interns	
Inconsistent agency processes across the state	
Restricted use of revenue sources (from federal legislation)	
Other Limitations not ranked and not listed in any particular order	
Trying to meet unrealistic Expectations	Lower customer satisfaction rates; Lower youth involvement; Costs to meet needs
Residents versus non-residents	Economic impact; User conflicts
Weather	Population dynamics; access; habitat
Re-evaluate (free) educational programs	Loss of revenue; Creating users versus entertaining
Limited Education for GFP and public	
Number of users/types of users/overuse of parks	Lack of revenue generated but lower number of licenses
Attitudes and actions by anti-hunters & anti-guns groups	Influence of legislation; recruitment; economic impact; deflects staff resources elsewhere
Divergent values of GFP's constituency (i.e. mountain lion management)	Inability to find a compromise



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GFP'S OPPORTUNITIES	REWARDS OF THOSE OPPORTUNITIES
Ranked as #1 Opportunities:	
Habitat	Opportunities to develop land, infrastructure; decrease costs
Staff: Retention of valued, driven, passionate and dedicated employees	Retain staff & Recruit qualified applicants
Partnerships (including ag producers, Dept. of Ag, statewide, private sector, businesses, etc.)	Opportunities to develop land, infrastructure; decrease costs
Technology	Improve efficiencies; Create new user groups; Offer education; Increase communication
Personnel succession planning & leadership development	Diversity of thought; Create GFP's next generation of leaders
Improve inter-agency communication & collaboration	Increase diversity; Work more efficiently; Share resources; Alleviate workload; save money; produce a better product; FY 2018 projects
Provide Public Education	
Expand relationships and work with all universities including SDSU	Diversify; Fill internships; cultivate for future employees
Passionate users	Acceptance; Advocacy; Support; Develop new ideas
Diversity of land & water	Revenue generated, Increase success, Loyal users
Maximization of wildlife population	Revenue generated, Increase success, Loyal users
Research new and innovative rec opportunities	Increase customer base; Maintain lower fees
Ranked as #2 Opportunities	
National trend toward outdoor activities	New users; economic impact
Abundance of open space, wildlife, outdoor opportunities	Meet the demands; High quality of opportunities for diverse rec users
Economic stability of the Dept. and State	Self-funded; Control; Good staff morale
New support/new users/new partnerships	Enhance existing programs & activities; Develop new programs; Sustain for future generations
Expand funding & opportunities for non-game	
Native American population base	Potential user base and partnerships
Research and utilize alternative energy sources at department facilities	Lower costs; Decrease pollution
Continue Growth & Emphasis of productive resource management	Sustainability; Customer satisfaction
Ranked as #3 Opportunities	
Increase of federal funding	Increase access; Improve facilities
Naming rights on department facilities	Added revenue
Enhanced supervisor training and education	Increase effective leadership within the department; Retain good employees; Succession planning
Other Opportunities not ranked and not listed in any particular order	
Geography; SD as a "destination"	Ability to provide unique experiences and new or repeat recreational opportunities
Passionate Employees	Great institutional knowledge; Higher levels of customer service; Educational and teaching opportunities; develop new opportunities
Passionate Citizens	Acceptance; Advocacy; Support; Develop new ideas
New ideas	Provide diverse opportunities; Build and sustain programs
Involvement with Foundation	Improve partnerships; Increase funding options



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GFP'S THREATS	CONSEQUENCE OF THOSE THREATS
Ranked as #1 Threats:	
Habitat loss (farming & agriculture)	Loss of resources & revenue
Limited seasonal workforce	
Recruitment and retention of good staff	Poor customer service
Staffing for remote locations, weekend hours, basic needs	
Aging Infrastructure	Not enough funds to maintain infrastructure; May need to increase fees
Political Factors and Elections	Change of policies; Fiscal challenges
Decline in the 20-30 year old user; Change in demographics	Reduction of users
Loss of Public Trust	Loss of support
Decline in productive habitat and changing landscape	
Invasive Species	Resource loss; Change in policy
Opposition Groups	
Lack of diversified funding (pheasant dependent)	
Ranked as #2 Threats	
Aging demographics	Decrease of users in targeted markets
Disease, weather and climate change	Loss of resource; Loss of revenue
Communication	Not all users receive messages
Commercialization of hunting	Loss of access, opportunities, users
Federal Ag policies	
Pollution (including water)	Migration; Loss of funds
Eco terrorism	Loss of revenue
Inability to stay connected with people in the outdoors	Misunderstanding of outdoors
Ranked as #3 Threats	
Job satisfaction	
Limited number of GFP staff willing to move to administrative positions	Inability to fill positions
Environmental regulations	Negative impacts
Other Threats not ranked and not listed in any particular order	
Decline resident hunting numbers	Loss of funding
Competing interests for the younger user (i.e. other sports, technology, etc.)	
Commodity prices & yield	Land use changes
Natural Disasters/Fire	Loss of resource; Loss of revenue
Entitlement Mentality	No accountability
Family dynamics & structure	
Urbanization	
Shifting uses and user groups	Decline in revenue; Impacts national and cultural resource bases
Loss of specialized education in parks	
Lack of viable voice for the sportsmen	
Diversity in workforce	
Reliance on Ag and private land for funding	No control of revenue; Lose ability to plan



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AGENDA ITEM: ENHANCING THE S.L.O.T. ANALYSIS

Per the completion of the initial S.L.O.T. Analysis, the planning team was charged to identify potential initiatives that optimize GFP's strengths and opportunities and address limitations and threats. This in-depth critical thinking skills assessment further exposed potential high-level goal categories and objectives for the strategic planning process.

Strengths/Opportunities

Answered the questions: What strengths can GFP optimize? Why are we not optimizing these if we haven't been? These initiatives are typically obvious priorities, prove to be good returns of investments and are fairly easy to implement.

Limitations/Opportunities

Answered the questions: What actions can GFP develop to minimize these limitations for its opportunities? What is deterring the agency? These initiatives should be potential priorities if viable and they may require change.

Strengths/Threats

Answered the questions: Since we are strong here, how can GFP leverage our strengths and capacity to minimize the threats? These solutions for these threats should be easy to resolve.

Limitations/Threats

Answered the questions: Since we are limited here, how can GFP minimize those boundaries to avoid the costly threats? These may require further assessments and/or leveraged resources.

	STRENGTHS	LIMITATIONS
OPPORTUNITIES	<p>Strengths/Opportunities Optimizations:</p> <ol style="list-style-type: none"> 1. Equip and train staff in the latest technologies to engage and educate internal and external customers. 2. Assess habitat development opportunities on GFP land by teams composed of Parks and Wildlife. 3. Initiate intra-departmental communication strategies to increase efficiency and cross function teams. 4. Develop strategies to maximize intra-departmental education outreach. 5. Dedicate FTE to Ag & private sector partnership and funding opportunities. 6. Increase accessibility and availability of specialized training for GFP staff. 7. Develop a department-wide recruitment plan. 8. Seek consistency in administration policies (i.e. uniforms, per diem, comp time, etc.). 9. Encourage broader participation in commission process. 10. Develop and introduce cross-training opportunities. 11. Consolidate leadership development programs and review broad participation. 	<p>Limitations/Opportunities Optimizations:</p> <ol style="list-style-type: none"> 1. Develop partnerships to compensate for limited staffing. 2. Utilize contracts to accomplish work/tasks. 3. Identify internal coordination opportunities of GFP staff. 4. Increase involvement with and partnerships with local colleges and universities. 5. Address staffing recruitment, retention, flex time, per diems and pay. 6. Improve internal agency collaboration and cross trainings 7. Invest in technology and education. 8. Develop succession planning strategies to identify and mentor future GFP leaders and create opportunities for advancement. 9. Provide and utilize technology for spatially distributed staff to improve communications. 10. Increase and utilize partnerships to mitigate limited equipment and/or technology (i.e. collaborate with Ag). 11. Provide assistance and education for the purchasing processes.



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THREATS	Strengths/Threats Solutions:	Limitations/Threats Solutions:
	<ol style="list-style-type: none"> 1. Creating a diverse resource base and diverse opportunities will allow adaptability in accommodating/attracting new user groups. 2. Provide educational programming to combat declining numbers of traditional users and changing demographics. 3. Utilize staff to mentor and recruit new users (hunting, fishing, other recreation, etc.). 4. Advocate for competitive staff salaries and benefit packages. 5. Develop and implement new employee mentor programs and overlap in the hiring process. 6. Improve hunter image through hunter and public education. 7. Increase staff and funding for education. 8. Increase human and financial resources and legislative influence for aging infrastructure. 9. Increase incentive programs and private lands education to combat habitat loss. 10. Target the missing age class through education, recruitment, recreational opportunities, youth hunting areas, etc. 11. Integrate contemporary and user-friendly technology & provide training. 12. Enhance education about invasive species 	<ol style="list-style-type: none"> 1. Improve Internal communication among divisions, regions, leadership, etc. 2. Address staffing issues: recruitment and retention of permanent, seasonal and interns. (i.e. opt out of 1420 hour program, provide housing, keep quality staff from leaving GFP for private sector's higher wages, etc.). 3. Develop clear priorities and make decisions based on those priorities. 4. Quantify and re-prioritize funding for aging infrastructure. 5. Evaluate how to do more with less or increase staff and funding. 6. Increase staff trust by decreasing internal politics. 7. Provide and utilize technology with spatially diverse staff.

AGENDA ITEM: GOALS DEVELOPMENT

GFP's 2016-2020 Strategic Plan will serve as a fluid roadmap, leading GFP from the current to the desired position; by ongoing direction and focus for the department. The five-year framework will include long-range goals and proactive objectives based on the priorities identified through the Focus Groups and the above assessment results.

Goals

Goals are broad aims and long-term aspirations that target specific direction/issue to realize the vision and fulfill the mission. Goals answer the questions: What is the long-term purpose? What is the problem/issue to be solved or addressed?

Objectives

Objectives are the shorter-term measurable intentions and specific output expectations by the agency. They answer more specific questions such as: What Strengths do we maximize? What Opportunities do we seize? What Limitations do we invest resources? What Threats do we mitigate?

Measurable Outcomes

Measurable Outcomes are the achievements & results. They answer the question: What will be the end results experienced by those effected by the objectives?

Strategies

Strategies are courses of action to execute each objective. They answer the question: How will the agency achieve the goal?





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The Planning Team initially identified the following potential critical goal categories:

- ✓ Recreation Opportunities
- ✓ Staffing; Human Resources; Workforce Development
- ✓ Public Trust
- ✓ Fiscal Sustainability
- ✓ Education
- ✓ Communication
- ✓ Collaboration & Partnerships
- ✓ Sustainable Resource Management
- ✓ Customer-Service; Usership

2nd Draft of the Critical Goal Categories:

- ✓ Goal #1: Professional Excellence
- ✓ Goal #2: Public Trust
- ✓ Goal #3: Recreational Opportunities

The Planning Team was randomly divided into three groups. Each group was assigned one of the aforementioned three goals. The respective goal groups further defined the goal, developed objectives to reach the goal and in some case, identified potential strategies and measurable outcomes for each objective. The below charts reflect the three respective goal teams’ preliminary goal development results.

Goal #1 Title: Professional Excellence

Goal #1 Draft Definition: Empower and support highly trained, dedicated staff who are able to passionately provide excellent service.

Objective #1: <i>Empower staff success.</i>	Objective #2: <i>Facilitate external and internal collaboration.</i>	Objective #3: <i>Maintain a high level of customer service.</i>	Objective #4: <i>Recruit and retain qualified staff.</i>	Objective #5: <i>Provide and implement the right tools to achieve professional excellence.</i>	Objective #6: <i>Instill forward thinking.</i>
Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Provide continuous educational opportunities. ▪ Provide job specific training. ▪ Allow staff the discretion to make decisions. ▪ Encourage/train for problem solving and sound decision making. ▪ Develop time/budget tracking awareness. ▪ Increase communication between supervisors and staff. 	Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Keep Staff updated. ▪ Hold department-wide conferences. ▪ Align Parks and Wildlife regional lines. ▪ Develop regional meetings between Parks and Wildlife. ▪ Develop joint Parks and Wildlife offices. ▪ Approach equipment strategy to use federally funded equipment. 	Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Provide universal customer service training. ▪ Create a universal brand/logo. ▪ Keep up with technology. ▪ Promote recognition for great customer service. ▪ Improve customer service survey. 	Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Improve connections with S.D. universities, online universities and out-of-state universities. ▪ Provide incentives and/or housing for interns and seasonal staff. ▪ Provide universal and boundary orientation. ▪ Standardize per diem policies, housing, benefits, uniforms, etc. ▪ Create other incentives to compensate for pay. ▪ Explore comp time options & differential pay, on call, etc. ▪ Integrate management/ leadership with field staff to improve communications and time in the field. 	Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Review uniform policies with consistent options. ▪ Continue updating equipment. ▪ Share equipment between divisions and with partners. ▪ Improve updated technology to all locations (parks). 	Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Develop and implement succession planning. ▪ Update Infrastructure. ▪ Assist staff in understanding policies. Why? Training. ▪ Conduct joint leadership training. ▪ Incorporate job shadowing and mentorship opportunities. ▪ Identify diversified and sustainable funding. ▪ Develop hiring practices to hire the right people.



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Goal #2 Title: Public Trust

Goal #2 Draft Definition: Foster awareness, transparency and trust in the South Dakota Department of Game, Fish and Parks.

Objective #1: <i>Increase citizen awareness of agency mission, services and programs.</i>	Objective #2: <i>Fiscal Responsibility. (stay fiscally responsible.)</i>	Objective #3: <i>Provide for meaningful involvement opportunities for the public.</i>	Objective #4: <i>Maintain agency accountability.</i>	Objective #5: <i>Develop and improve relationships with producers, agricultural businesses, NGO's, agencies and universities.</i>	Objective #6:
Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Conduct an information preference survey (how do they want their information?) ▪ Tailor content. ▪ Inventory user groups. 	Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Align budget and spending with mission, goals & values. ▪ Maintain open and transparent budgeting and accounting processes. ▪ Convey... “We take care of what we have before we expand”. ▪ Justify return of investment to legislature and public. ▪ Implement asset (project management systems). 	Potential Strategies (not yet prioritized) <ul style="list-style-type: none"> ▪ Create logging system for correspondence. ▪ Explore new platforms for public participation. ▪ Review current platforms for existing public involvement. 	Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Continue and improve GFP's annual report. 	Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Inventory partner groups. ▪ Continue engage with groups in programs like Habitat Pays. ▪ Develop more stakeholder work groups. 	
Measurable Outcomes: <ul style="list-style-type: none"> ▪ Communication Plan. ▪ Increased meaningful content. 	Measurable Outcomes: <ul style="list-style-type: none"> ▪ Measurable 5-year project plan. 				



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Goal #3 Title: Recreational Opportunities

Goal #3 Draft Definition: Provide Opportunities.

Objective #1: <i>Connect people to natural resource /outdoors.</i>	Objective #2: <i>Manage for sustainability.</i>	Objective #3:	Objective #4:	Objective #5:	Objective #6:
Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Access. ▪ Communication. ▪ Budget Alignment. ▪ Meeting customer needs. ▪ New developments. ▪ New opportunities. ▪ Education. 	Potential Strategies (not yet prioritized): <ul style="list-style-type: none"> ▪ Develop management plans. ▪ Budget Alignment. ▪ Partnerships and collaboration. 				
Measurable Outcomes: <ul style="list-style-type: none"> ▪ Education Plan. ▪ 3 R's. 	Measurable Outcomes: <ul style="list-style-type: none"> ▪ Maintain, expand and improve wildlife, parks and habitat resources. ▪ Maintain and improve facilities. ▪ Improve communication. 				

A subsequent Goals Team will refine the above goals and objectives for the June retreat.

AGENDA ITEM: NEXT STEPS & RETREAT CLOSURE

Next steps include:

- ✓ Vision, Values and Mission Champions complete your assigned tasks for the June retreat.
- ✓ The Goals Team will refine the goals and objectives for the June retreat.
- ✓ Cindy will continue tabulated the Focus Groups data.
- ✓ Planning Team members will support and advocate the strategic planning process.
- ✓ Mike Klosowski will provide the “quote of the day” at the June retreat.
- ✓ Planning Team members will attend the June 9th and 10th Strategic Planning Retreat #2 in Chamberlain.
- ✓ GFP will celebrate its successes.

Final Closing comments were provided by Secretary Hepler, planning team members and the facilitator.

