

South Dakota

Department of Game, Fish and Parks

Strategic Planning

2016-2020



Strategic Planning Team

RETREAT #2 SUMMARY REPORT

Cedar Shores Resort

June 9, 2016 from 10:00 a.m. – 5:00 p.m. CT

June 10, 2016 from 8:00 a.m. – 12:00 p.m. CT

SUMMARY REPORT: OVERVIEW

The South Dakota Game, Fish and Parks (GFP) Strategic Planning Team convened for Retreat #2 on June 9-10, 2016 to continue its strategic planning process.

Similar to the recap report from the April retreat, this summary report may not include all agenda items and is not considered as the minutes of the two-day retreat. This report does include drafts of GFP's Vision, Values, and Mission; amended Goals; developed Objectives; and identified Strategies. Teambuilding and leadership development activities were also woven throughout the retreat to elevate agency congruency and solidify that the strategic planning process is just as important as the final document.

GENERAL RETREAT INFORMATION: RETREAT PURPOSE

- Engage a broad scope of GFP personnel in the next step of the strategic planning process.
- Review general strategic planning concepts.
- Review GFP's strategic planning process objectives, approach, timelines and the planning team members' roles and responsibilities.
- Review and revise the YTD drafts of the vision statement, values and mission statement.
- Present more in-depth data extracted from the Focus Groups.
- Continue developing the Goals, Objectives & Measurable Outcomes and potential Strategies
- Incorporate team building and leadership development concepts.
- Position GFP for the next strategic planning steps.

AGENDA ITEM: WELCOME MESSAGES

GFP Secretary, Kelly Hepler, opened the retreat with a message of gratitude for the time and commitment displayed by the planning team throughout this process. He also expressed his appreciation for the purposeful conversations at the April Retreat that produced invaluable foundation concepts and the retreat's subsequent subcommittees that accepted challenges to refine and improve those elements.

Secretary Hepler clarified other strategic planning updates:

- ✓ Amended process timeline (stakeholder meetings will be conducted in September instead of August).
- ✓ A fourth goal ("Stewardship of SD's natural resources") that was carved off Goal #1.
- ✓ The strategic plan's specific strategies and tactics will be developed during the annual budgeting process and due by December 2016.

Facilitator Sue Konstant reiterated the customized strategic planning process objectives, timelines and approach; the definitions of the 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: ICEBREAKER ACTIVITY

Retreat #2 icebreaker served as a stimulation tool for various strategic planning concepts, analyzing individual accountability and team building. Personal productivity and agency teamwork ultimately effect GFP's brand with its internal and external customers. The icebreaker activity blended an assessment of one's personal and workplace planning styles, roles and responsibilities and collaboration levels with a brief GFP branding evaluation.

In groups, the planning team was instructed to completed the following statement:

"As the South Dakota Department of Game, Fish and Parks, we want our brand to exemplify..."



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Branding attributes that will flow throughout GFP's Vision, Values, Mission, Goals, Objectives, Measurable Outcomes and Strategies:

- | | |
|------------------------------------|---------------------------------|
| ✓ Excellence & Greatness | ✓ Trust |
| ✓ Compassion | ✓ Efficiency |
| ✓ Commitment | ✓ Respect |
| ✓ Professionalism | ✓ Happy Dedicated Customers |
| ✓ Customer Satisfaction | ✓ Quality |
| ✓ Confidence (internal & external) | ✓ Enthusiastic |
| ✓ Affordability | ✓ Impressive |
| ✓ Accessible | ✓ Approachable |
| ✓ Integrity | ✓ Knowledgeable |
| ✓ Collaboration | ✓ Teamwork |
| ✓ Partner | ✓ Relationships |
| ✓ Service | ✓ Community Relations |
| ✓ Education | ✓ Wildlife and Parks Management |
| ✓ Providing memories | ✓ Pride |
| ✓ Responsive | ✓ Safety |

AGENDA ITEM: VISION, VALUES & MISSION

Collectively the Vision, Values and Mission portray who GFP strives to be, what GFP upholds as its beliefs and what is its purpose. Initial drafts developed at the April Retreat and subsequent subcommittees provided the foundation for continued refinement of each of the aforementioned elements. The June Retreat allowed the planning team to test each draft element for specific definition criteria requirements and purposefully amend them accordingly.

VISION criteria checklist:

- ✓ Does the Vision statement draft broadly express the agency's passionate hopes and dreams for the future?
- ✓ Does the Vision statement draft pose challenges that will collectively motivate GFP?
- ✓ Does the Vision statement draft verbalize GFP's aspirations beyond present day reality?
- ✓ Does the Vision statement draft emotionally connect GFP with its stakeholders?
- ✓ Does the Vision statement draft communicate GFP's positive brand?
- ✓ Does the Vision Statement draft convey GFP's unified direction for success?

VALUES criteria checklist:

- ✓ Do the Values have long-term significance for GFP?
- ✓ Do the Values define GFP non-negotiable convictions that GFP will use as a guide for decision-making?
- ✓ Do the Values illustrate overarching beliefs for how GFP will conduct its business and maintain relationships?
- ✓ Do the Values explain WHY these absolutes are critical for GFP, its agency culture and its stakeholders?
- ✓ Do the Values provide the foundation for GFP to reach its Vision?

MISSION criteria checklist:

- ✓ Does the Mission statement draft define GFP's ground level and practical purpose?
- ✓ Does the Mission statement draft verbalize specific actions for GFP to achieve its Goals and Objectives?
- ✓ Does the Mission statement draft vocalize GFP's unique significance and impact?
- ✓ Does the Mission statement draft capture for whom GFP collectively works on a daily basis?
- ✓ Does the Mission statement draft inspire, and connect with, GFP personnel?
- ✓ Does the Mission statement draft express how GFP will meet the needs of its constituency?
- ✓ Does the Mission statement draft provide a path for GFP to reach its Vision?



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Who 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 are our beliefs?

Values

EXCELLENCE

We believe in a culture of **professional greatness/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 **maintaining** high ethical standards by being transparent and honest.

COMPASSION

We believe in personal dignity and genuinely care for our state's citizens, visitors and department staff.

What do we do?

Mission

We provide **safe and** sustainable outdoor recreational opportunities through **public safety**, responsible management **of/for** our state's wildlife, fish and parks by fostering partnerships, cultivating stewardship and **safely** connecting people with the outdoors.

(The content in yellow indicates that further refinement is required.)

AGENDA ITEM: LEADERSHIP DEVELOPMENT - TRUST ASSESSMENT

Successful execution of a strategic plan requires effective communication and competent leadership. Therefore, integrating leadership development applications throughout GFP's strategic planning process remains a high priority. Trust is the foundation of all relationships and as leaders throughout GFP, trust affects every point of connection, every policy, every department project, every value, every agency venture and every strategic initiative in which GFP is engaged.

Each planning team member privately participated in the Trust Assessment that not only included a self-reflection questionnaire but an evaluation section to declare current Trust strengths and limitations and to identify areas for self-improvement. As trust attributes are infused into one's daily lives and throughout GFP, earned and developed trusting relationships will propel the agency's ability to set and achieve goals.

AGENDA ITEM: FOCUS GROUPS SUMMARY REPORTS

The data collected from the nine focus groups continued to be analyzed between the April and June retreats. GFP's human dimensions expert Cindy Longmire once again shared insights regarding tabulation systems, themes development and data analysis documents. Various GFP personnel also presented summary reports for the following focus group analysis themes:

- ✓ Staffing/Human Resources
- ✓ Resource Management
- ✓ Organizational Structure
- ✓ Fiscal
- ✓ Capital Development
- ✓ Socio Political
- ✓ Regulatory
- ✓ Programs
- ✓ Customer Service
- ✓ Communication
- ✓ Access

The focus group analysis has been a deliberate and systematic process to ensure the findings are utilized throughout the goal development process. In particular, the focus group feedback represents a broad range of potential strategies that divisions will further develop later this fall.

AGENDA ITEM: GOALS DEVELOPMENT - HOW WILL WE GET THERE?

GFP's 2016-2020 Strategic Plan serves as a fluid roadmap, leading GFP from the current to the desired position. The five-year framework will include long-range goals, proactive objectives, measurable outcome indicators and effective strategies based on the priorities identified through the Focus Groups' data, the *S.L.O.T.* Analysis (*Strengths, Limitations, Opportunities & Threats*) and other strategic planning elements.

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? What are the keys to achieve the goal?

Measurable Outcomes

Measurable Outcomes are the achievements & results. They answer the questions: What will be the end results experienced by those affected by the objectives? What should we be measuring for the objective to have impact?

Strategies

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

The Planning Team was divided into four groups and assigned one of the four goals. Each goal group was charged to:

- ✓ Refine their respective Goal's title and definition.
- ✓ Identify and develop the key Objectives for each Goal by utilizing the Focus Groups report, the April retreat recap summary report and other strategic planning resources.
- ✓ Develop Measurable Outcomes for each Objective.
- ✓ Collaborate with other Goals groups for Objective and/or Strategies placement.
- ✓ Provide a progress report by Friday, 10:15 a.m.
- ✓ Assist the planning team to craft an initial planning map for GFP's 2016-2020 Strategic Plan.
- ✓ Complete the provided Master Goals Development Worksheet.



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How will we get there? - GOALS

Goals

GOAL #1: Provide outdoor recreational opportunities.

Maximize the quantity and quality of sustainable hunting, fishing, camping, trapping and other outdoor recreational opportunities; recognizing social and biological limits.

GOAL #2: Serve as stewards of South Dakota's natural (or outdoor) resources.

Maintain and improve South Dakota's natural resources and ensure sustainability for the future.

GOAL #3: Inspire confidence.

Foster the highest levels of transparency and inspire confidence from our customers, stakeholders and elected officials.

GOAL #4: Foster professional excellence.

Develop and empower highly engage and well-trained staff.



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GOALS & OBJECTIVES

GOAL #1: Provide outdoor recreational opportunities.

Maximize the quantity and quality of sustainable hunting, fishing, camping, trapping and other outdoor recreational opportunities; recognizing social and biological limits.

Objectives:

- A. Enhance fishing opportunities.
- B. Enhance hunting and trapping opportunities.
- C. Enhance park opportunities
- D. Expand and promote diverse recreational opportunities.
- E. Maintain and improve facilities.
- F. Customer service.

GOAL #2: Serve as stewards of South Dakota's **natural (or outdoor)** resources.

Maintain and improve South Dakota's natural resources and ensure sustainability for the future.

Objectives:

- A. Manage wildlife within social, fiscal & biological constraints.
- B. Manage fish within social, fiscal & biological constraints.
- C. Build knowledge base (internally & externally).
- D. Utilize "public" land partnerships to collaboratively manage wildlife, fish and associated habitats.
- E. Utilize "private" land partnerships to collaboratively manage wildlife, fish and associated habitats.
- F. Aquatic Management.
- G. Manage GFP lands for quality wildlife, fish, habitat, parks and cultural and historic resources , and provide readily accessible opportunities.
- H. **Other: Legal; Parks**

GOAL #3: Inspire confidence.

Foster the highest levels of transparency and inspire confidence from our customers, stakeholders and elected officials.

Objectives:

- A. Enhance citizen awareness of agency mission, services and programs.
- B. Maintain open & transparent fiscal processes that align budget and spending.
- C. Provide for meaningful involvement opportunities for the public.
- D. Maintain agency accountability.
- E. Develop and improve partnerships & relationships. (producers, legislators, NGO's, agencies, tribes, universities, etc.)
- F. Continue to increase transparency through customer service.
(This may be moved to Goal #1)

GOAL #4: Foster professional excellence.

Develop and empower highly engage and well-trained staff.

Objectives:

- A. Facilitate staff development.
- B. Expand departmental collaboration.
- C. Recruit exceptional staff.
- D. Retain **exceptional** staff.
- E. Equip staff properly.
- F. Facilitate supervisor professional development
- G. **Other: Legal**



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GOALS, OBJECTIVES, MEASURABLE OUTCOMES & PRELIMINARY STRATEGIES

GOAL #1: Provide outdoor recreational opportunities.

Maximize the quantity and quality of sustainable hunting, fishing, camping, trapping and other outdoor recreational opportunities; recognizing social and biological limits.

Objective A: Enhance Fishing Opportunities.

Measurable Outcomes:

- ✓ Improve and promote fishing education.
- ✓ Improve existing fishing access.
- ✓ Increase fishing access.
- ✓ Increase urban opportunities.

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:

- ✓ Improve and promote hunting and trapping education.
- ✓ Increase urban hunting access.

Preliminary Strategies

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

Objective C: Enhance Park Opportunities.

Measurable Outcomes:

- ✓ Increase day use.
- ✓ Improve and promote park education programming.
- ✓ Develop a viable business model for park concessions.
- ✓ Increase camping units.
- ✓ Implement park management plans.

Preliminary Strategies

Develop parks management plans; Identify under-utilized 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

Objective D: Expand and Promote Diverse Recreational Opportunities.

Measurable Outcomes:

- ✓ Improve and market other recreational education.
- ✓ Develop shooting sports education.
- ✓ Increase trail opportunities.
- ✓ Increase diversity of recreational opportunities.
- ✓ Expand boating opportunities.

Preliminary Strategies:

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

GOAL #1 cont.

Objective E: Maintain and Improve facilities.

Measurable Outcomes:

- ✓ Create new facility inventory database.
- ✓ Develop and Implement 5-year maintenance plan.
- ✓ Increase hunting and trapping.
- ✓ Increase fishing.

Preliminary Strategies

Establish additional modern and primitive camping opportunities;

Objective F: Customer Service.

Measurable Outcomes:

- ✓ Identify obstacles to barriers to participation.
- ✓ Commission process, simplified rules.
- ✓ Law enforcement & public safety.
- ✓ Connect/recruit people to the outdoors.

Preliminary Strategies

Asses park ranger needs; Wildlife Damage Management program; Develop a unified licensing system; Public Input



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GOALS, OBJECTIVES, MEASURABLE OUTCOMES & PRELIMINARY STRATEGIES

GOAL #2: Serve as stewards of South Dakota's **natural (or outdoor)** resources.

Maintain and improve South Dakota's natural resources and ensure sustainability for the future.

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

Measurable Outcomes:

- ✓ Maintain and update management plans.
- ✓ Improve population monitoring for Threatened (T) and Endangered (E).
- ✓ Decrease the number of species listed as T & E.
- ✓ Improve regulation compliance.
- ✓ Increase harvestable game, sport fish, and furbearer populations.

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

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

Measurable Outcomes:

- ✓ Maintain and update management plans.
- ✓ Improve population monitoring for Threatened (T) and Endangered (E).
- ✓ Decrease the number of species listed as T & E.
- ✓ Improve regulation compliance.
- ✓ Increase harvestable game, sport fish, and furbearer populations.
- ✓ Increase habitat grant funding.
- ✓ Identify opportunities to eradicate AIS.
- ✓ Increase fish production & expand angling variety.
- ✓ Decrease time to finish habitat projects.
- ✓ Decrease illegal stocking.

GOAL # 2 cont.

Objective E: Utilize “private” land partnerships to collaboratively manage wildlife, fish and associated habitats.

Measurable Outcomes:

- ✓ Increase public land access opportunities.
- ✓ Increase habitat funding.
- ✓ Create and sustain healthier ecosystems.

Preliminary Strategies

Private lands habitat programs; Grassland loss; Wetlands loss; Easements; ADC; technical assistance

Objective F: Aquatic Management.

Measurable Outcomes:

- ✓ Increase fishing.
- ✓ Reduce ASI spread.
- ✓ Increase habitat funding.
- ✓ Create additional water.

Preliminary Strategies

Mitigate wetland and grassland loss; Watershed management; Easements; Additional water; Federal coordination; AIS

Objective G: Manage GFP lands for quality wildlife, fish, habitat, parks and cultural and historic resources, and provide readily accessible opportunities.

Measurable Outcomes:

- ✓ Improved plant & animal diversity.
- ✓ Healthier ecosystems.
- ✓ Improved facilities (i.e. fencing, etc.).
- ✓ Improve access to existing public lands.

Preliminary Strategies

Land acquisitions; Noxious weed control; prescription fire; Ag leases; Vegetation management (timber/range; Access to existing public lands; Balance production & demand

Objective H: Legal?

Measurable Outcomes:

Preliminary Strategies:

Objective I: Parks?

Measurable Outcomes:

Preliminary Strategies



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GOALS, OBJECTIVES, MEASURABLE OUTCOMES & PRELIMINARY STRATEGIES

GOAL #3 : Inspire confidence.

Foster the highest levels of transparency and inspire confidence from our customers, stakeholders and elected officials.

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

Measurable Outcomes:

- ✓ Create a standard communication plan.
- ✓ Increase access to meaningful and attainable content.
- ✓ Use information from the customer focus groups.
- ✓ Improve specific channels to reach target audiences.
- ✓ Develop a standard issue management process.
- ✓ Legal.
- ✓ Education.

Preliminary Strategies

Conduct an information preference survey (how do customers want their information?); Tailor content; Inventory user groups; Develop new website; Implement customer focus groups; Develop a department motto/tagline

Objective B: Maintain open & transparent fiscal processes that align budget and spending.

Measurable Outcomes:

- ✓ 5-Year Capital Development Improvement Project Plan.
- ✓ Secure formal budget support from Commission, Government, Legislature, etc.
- ✓ Expand communications platforms to include meaningful financial data.

Preliminary Strategies

Internally align funding with department needs & division specific, mission, goals and values; Maintain open and transparent budgeting and accounting processes. Develop communications to justify GFP's return of investment 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 for meaningful involvement opportunities for the public.

Measurable Outcomes:

- ✓ Improve communications by establishing a confirmation process & strategic delivery of emails received.
- ✓ Ensure open house events' effectiveness by utilizing evaluations.
- ✓ Improve internal collaboration and develop new platforms.

Preliminary Strategies

Create logging system for correspondence; Review current platforms for existing public involvement; Explore new platforms for public participation

Objective D: Maintain agency accountability.

Measurable Outcomes:

- ✓ Improve professional standards by developing and implement code of conduct, conflict of interest, etc.
- ✓ Ensure adoption of GFP's strategic goals by legislature, e-board.

Preliminary Strategies:

Develop division management plans; Develop and implement code of conduct & conflict of interest standards; Continue and improve GFP's annual report

GOAL # 3 cont.

Objective E: Develop and improve partnerships & relationships.

(producers, legislators, NGO's, agencies, tribes, universities, etc.)

Measurable Outcomes:

- ✓ Increase the number of MOU's with tribal governments.
- ✓ Expand joint protection of traditional cultural & tribal properties.
- ✓ Increase habitat.
- ✓ Increase Habitat Pays education and expand awareness.
- ✓ Increase opportunity (wildlife population).
- ✓ Increase funding for South Dakota Habitat Conservation Fund for habitat implementation.

Preliminary Strategies

Inventory partner groups; Continue engaging with groups in programs like Habitat Pays; Develop more stakeholder work groups; Continue statewide habitat university workshop education; Develop Habitat Pays education and awareness (including water quality); Create partnerships to jointly protect traditional cultural tribal properties;

Objective F: Continue to increase transparency through customer service.

(This Objective may be moved to Goal #1)

Measurable Outcomes:

- ✓ Ensure customer security.
- ✓ Increase customer satisfaction and sales efficiencies.

Preliminary Strategies

Consolidate online transactions and sales; Maintain wildlife drainage program relationships (Goal #2?)
Maintain customer responsiveness; Continue high visibility interaction with public



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GOALS, OBJECTIVES, MEASURABLE OUTCOMES & PRELIMINARY STRATEGIES

GOAL #4: Foster professional excellence.

Develop and empower highly engage and well-trained staff.

Objective A: Facilitate staff development.

Measurable Outcomes:

- ✓ Increase customer service ranking.
- ✓ Increase training opportunities.
- ✓ Increase professional memberships and activity in other organizations.

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: Expand departmental collaboration.

Measurable Outcomes:

- ✓ Increase in joint offices & operational efficiencies.
- ✓ Improve internal & external communications.
- ✓ Increase department-wide conferences.
- ✓ Increase number of aligned park and wildlife boundaries.
- ✓ Decrease department expenditures.

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

Objective C: Recruit exceptional staff.

Measurable Outcomes:

- ✓ Increase number of qualified applicants.
- ✓ Increase new employee satisfaction.

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.

Objective D: Retain exceptional staff.

Measurable Outcomes:

- ✓ Increase employee satisfaction.
- ✓ Decrease turnover rates in department and volunteers.

Preliminary Strategies:

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

equipment; Develop searchable equipment database; create improved communications between supervisors and staff; Share equipment between divisions and with partners

GOAL # 4 cont.

Objective E: Equip staff properly.

Measurable Outcomes:

- ✓ Improve productivity and task efficiency.
- ✓ Increase staff satisfaction and morale.

Preliminary Strategies

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

Objective F: Facilitate Supervisor Professional Development

Measurable Outcomes:

- ✓ Increase staff engagement.
- ✓ Improve staff evaluations.
- ✓ Increase ACES continual contact and improvements.

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 G: Legal ?

Measurable Outcomes:

Preliminary Strategies



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AGENDA ITEM: LEADERSHIP DEVELOPMENT – BUILDING A SUCCESSFUL TEAM THROUGH PERSONAL GROWTH AND DEVELOPMENT

Inside-out personal development aligns enhanced individual attributes with agency strategic goals for producing positive performance effectiveness and higher levels of mission & agency success. The planning team was assigned to complete the activity on her/his own time:

- A. Describe your behaviors in GFP meetings that you attend.
What can you do differently to enhance trust and enrich a mission-focused & results-oriented culture?

- B. Describe your relationships with staff and/or other GFP personnel (internal customers).
What you could do differently to enhance trust and enrich a mission-focused & results oriented culture (especially for those with whom you may disagree with on various issues)?

- C. Describe your relationships with GFP's strategic partners.
What can you do differently to enhance trust and enrich a mission-focused & results-oriented culture?

- D. Describe your relationships with GFP's external customers.
What can you do differently to enhance trust and enrich a mission-focused & results-oriented culture?

AGENDA ITEM: NEXT STEPS & RETREAT CLOSURE

Next steps include:

- ✓ The Goals Team refines the goals, objectives and measurable outcomes for the July retreat.
- ✓ Planning Team members support and advocate the strategic planning process.
- ✓ Stakeholder sessions pre-planning continues.
- ✓ Initial GFP 2016-2020 Strategic Plan document outline and layout begins.
- ✓ Planning Team members will attend the July 13th Strategic Planning Retreat #3 at Cedar Shores.
- ✓ GFP will celebrate its successes.

Retreat closing comments were provided by Secretary Hepler, planning team members and the facilitator.