



R3

RECRUIT
RETAIN
REACTIVATE



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SHALA LARSON

SOUTH DAKOTA R3 AND
RELEVANCY MANAGER



“Recruitment, retention, and reactivation are the core of what our state agency aims to produce. We care for our wild spaces so those of every walk of life, both near and far, can enjoy our state’s natural resources. In this strategic plan, we have highlighted major areas of need such as making connections with underserved populations and improving ADA accessibility.”

FROM THE DIRECTOR



Hi everyone,

The South Dakota Game, Fish and Parks works hard on all fronts to provide a seamless customer experience – regardless of where users may be in their outdoor journey. We strive to empower and inspire people and families not only to buy something that gets them outside recreating, but to buy into the outdoors and further promote the recruitment, retention, and reactivation (R3) of our customer bases.

Over the decades, customer service delivery has evolved and changed based on customer attitudes, behaviors, and expectations. Therefore, business development and strategies have had to do the same; especially when it comes to information technology, marketing, relationship management, inclusivity, and the total customer experience. Our omni-channel approach in South Dakota is all about the customer experience – from the storefront, to the mobile device, to the web and circling back to social. It puts the customer in the center of the equation as opposed to just being on the outside receiving the information. And it focuses on target audience segmentation, personalization, tools and technology, data and analytics.

This approach also overlaps with what we do on the education front to increase outdoor families. All of our education programming is driven by the R3 relevancy strategy to ensure outdoor enthusiasts have the ability to increase new skills and decrease barriers to their outdoor recreational opportunities.

In partnership with the Council to Advance Hunting and Shooting Sports, the department focused this plan on increasing recruitment, retention, and reactivation of South Dakota hunters, anglers, sports shooters, and other outdoor enthusiasts. The department works diligently to make sure current customers and emerging customers have every opportunity to find their niche in the outdoors. This plan further enhances those efforts by identifying underserved populations, elevating marketing of urban fisheries, increasing ADA accessibility, and more.

South Dakota's natural resources are second to none. Whether individuals want to enjoy the greatest pheasant hunting in the country, spend time in our world-class state parks, or simply relax and enjoy time outdoors, we want them to feel welcome as they make memories. But we cannot do this alone. With an intended audience of hunting, angling, and shooting stakeholders and partners, tribes, multicultural centers, non-government organizations, and GFP staff, this plan outlines a big picture framework for the entire state and we invite you to be a part of it.

See you outside,

Emily Kiel

*Director of Marketing,
Communications, and Outreach*





OUR STORY

Our story begins where all good stories should, and where many of us spend most of our time, outdoors. South Dakota's outdoors are world class and much of that is due to the work that we all do here at the Game, Fish and Parks.

To really tell our story to others, we have to realize that we have cool jobs. What we do day in and day out to care for South Dakota's wild spaces and wild things make an impact on our residents and those who visit and vacation here. As a Game, Fish and Parks employee, you might be researching fish production, enhancing habitat on our Game Production Areas, working hard to keep our parks awesome, or helping a family while they are out enjoying the outdoors... whatever your job is within the department, it is pretty cool.

Our story comes from the results of this hard work. It is told by the cheers of a family as someone reels in their first fish. It's told by the crackle of a fire as a family makes memories in one of our state parks. It's told by a prairie chicken dancing on a spring lek, the gobble of a turkey and a pheasant brood in a sea of grass. And when you really break it down, our story is told by our customers. It is told on tailgates every fall; the tales of flushes, shots and retrieves. It's told around campfires and retold at work every Monday in the hallways and breakrooms. The opportunities, successes, and the excitement that just comes with being outside is our story.

Stories build connections. Connections enhance customer relationships. And those relationships foster trust. Keep telling our story - through the hard work, the excellent customer service, and by personally being an advocate and a user of our resources. This story is a critically important one to tell and share to ensure our love and passion for South Dakota's outdoor resources are here to enjoy for our kids and grandkids. It's why we live in South Dakota and why thousands of visitors cannot get here fast enough.

OUR BRAND EXPERIENCE

At our core, we provide incredible opportunities and experiences that keep our customers coming back to the outdoors. We are often the first connection customers have before venturing outside so the way we communicate about how awesome South Dakota's recreational opportunities should be a lot like the outdoor experience itself. It's our job to make sure we deliver on those opportunities, not only in the work we do, but in the words we choose when talking about them and promoting them. Think about what our customers are doing, they are having fun and making memories. They choose to spend their time with us - to connect with us. We want to be welcoming, inviting, relatable, and easy to understand. This is also part of who we are and what we do to care for our brand - the number one brand that conserves our state's outdoor heritage to enhance the quality of life for current and future generations. That's us. That's GFP.

MISSION

We serve and connect people and families to the outdoors through effective management of our state's parks, fisheries and wildlife resources.

VISION

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

PRIORITIES

HABITAT AND ACCESS

We will expand and create new partnerships with landowners and conservation groups and remain focused on improving existing aquatic and terrestrial habitat on private and public lands while seeking additional habitat acres. Furthermore, we will enhance South Dakota's strong outdoor heritage by providing additional public access to privately owned lands while continuously improving access to existing public lands.

CUSTOMER SERVICE

We will deliver excellent customer service and meet our customers where they are through an omnichannel approach that incorporates innovative technology and meaningful experiences to everyone who enjoys the outdoors.

ASSET MANAGEMENT

We will provide superior outdoor recreational experiences by showcasing South Dakota's natural landscapes and world class state park system while ensuring sustainability of the resource and actively recruit, retain, and reactivate outdoor enthusiasts.

OPERATIONAL EXCELLENCE

We will focus on growing employee engagement through enhanced internal communications, increased skills training, effective recruitment and onboarding tactics to maximize Team GFP's productivity.



GLOSSARY

Advertising - The *placement* piece of an overall marketing plan. This is where the target market will interact with the marketing initiatives. There are two types of advertising: **traditional advertising** (e.g. radio, gas station tv, print publications) and **digital advertising** (e.g. social media sponsored ads and videos, website banner ads, retargeting efforts). Digital advertising is trackable and the preferred method of advertising.

Agency - Local, County, State and Federal wildlife, fisheries, or natural resources management governmental organizations. In this instance, it will be in reference to South Dakota Game, Fish and Park.

Communication or Messaging - The everyday content creation and management of information to our users. Communication is free and can include: email blasts, organic social media posts, tutorial videos and podcasts. GFP prioritizes customer service and an omni-channel approach when developing and planning statewide communication activities. Each piece of communication includes a call to action.

Department - referring to South Dakota Game, Fish, and Parks.

Education - The interactive community and statewide outreach orchestrated and taught by GFP education staff and/or volunteers. All GFP education is driven by the R3 relevancy strategy with the goal to ensure any participant has the ability to gain new skills and decrease barriers to outdoor recreation.

GFP - Short version when identifying South Dakota Game, Fish and Parks.

Marketing - Defined by the paid efforts to target and track profitable customer relationship markets. All marketing efforts are managed and tracked to verify the return on investment (ROI). GFP follows the 4Ps of marketing: **Product, Price, Platform, Promotion** when exploring and delivering all marketing efforts. Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for the different user groups.

Mentor - A person with experience in an activity including people such as traditional coaches/instructors, etc. of outdoor recreation who are willing to share their knowledge with others while coaching them on building their skills.

NGO – Non-Government Organization whose mission is focused on conservation.

North American Model of Conservation - A model of conservation where funding is provided by the core user group, such as hunters, anglers and recreational.

ORAM - Outdoor Recreation Adoption Model outlines the process of becoming an outdoor recreation participant and factors affecting continued participation.

Outdoor Recreationist - A person who seeks out activities in an outdoor setting including, but not limited to, hunting, fishing, trapping, boating, recreational shooting and other wild- life related activities and outdoor audiences.

Outdoor Recreation - Hunting, fishing, trapping, boating, recreational shooting and other wildlife-related activities and outdoor audiences.

Outreach - Connects ideas and best management practices to the public. All outreach is designed to meet our customers where they are. Examples may include: stakeholder meetings, State Fair, sport shows, other inter-agency events, and NGO partnership programming and events.

Partner - A person or group who has a vested interest in the outcome.

Public Relations (PR) - Consists of the daily management of GFP's brand reputation. This includes daily connections with the media while continue to build and maintain brand recognition and exposure. An example of public relations is telling our story through the media and addressing and correcting misinformation.

R3 - the educational model, is the abbreviation of Recruitment, Retention, and Reactivation. The model is a strategic vehicle that guides marketing, communication, and all other outreach efforts.

R3 Partner - A person or group who works directly with South Dakota Game, Fish and Parks on the R3 Strategic plan to both set and reach goals.

Recreational Shooting - For this plan it is defined as participation in an education program, shooting competition or leisure target practice, using firearms or bows.

Stakeholder - Agencies, conservation and shooting sports organizations, and industry leaders.

User Groups - A set of people who have similar interests, goals, or concerns.

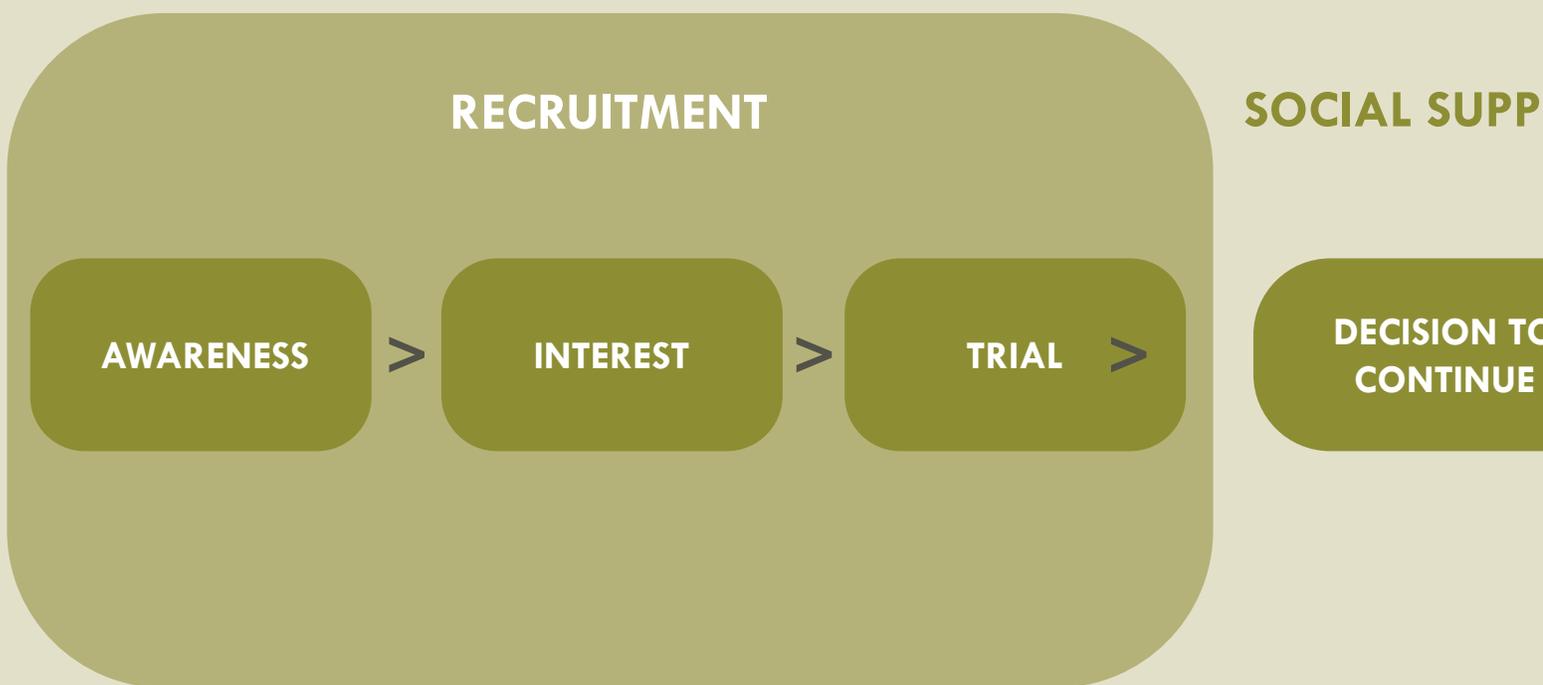
INTRODUCTION

In the fall of 2021, pre-work was sent to education staff across the department in preparation for an upcoming R3 and Education Plan workshop. Staff were asked to share their thoughts, ideas, and express creativity in conjunction with the four strategic pillars highlighted by department leadership. South Dakota's R3 strategic plan highlights the three most needed

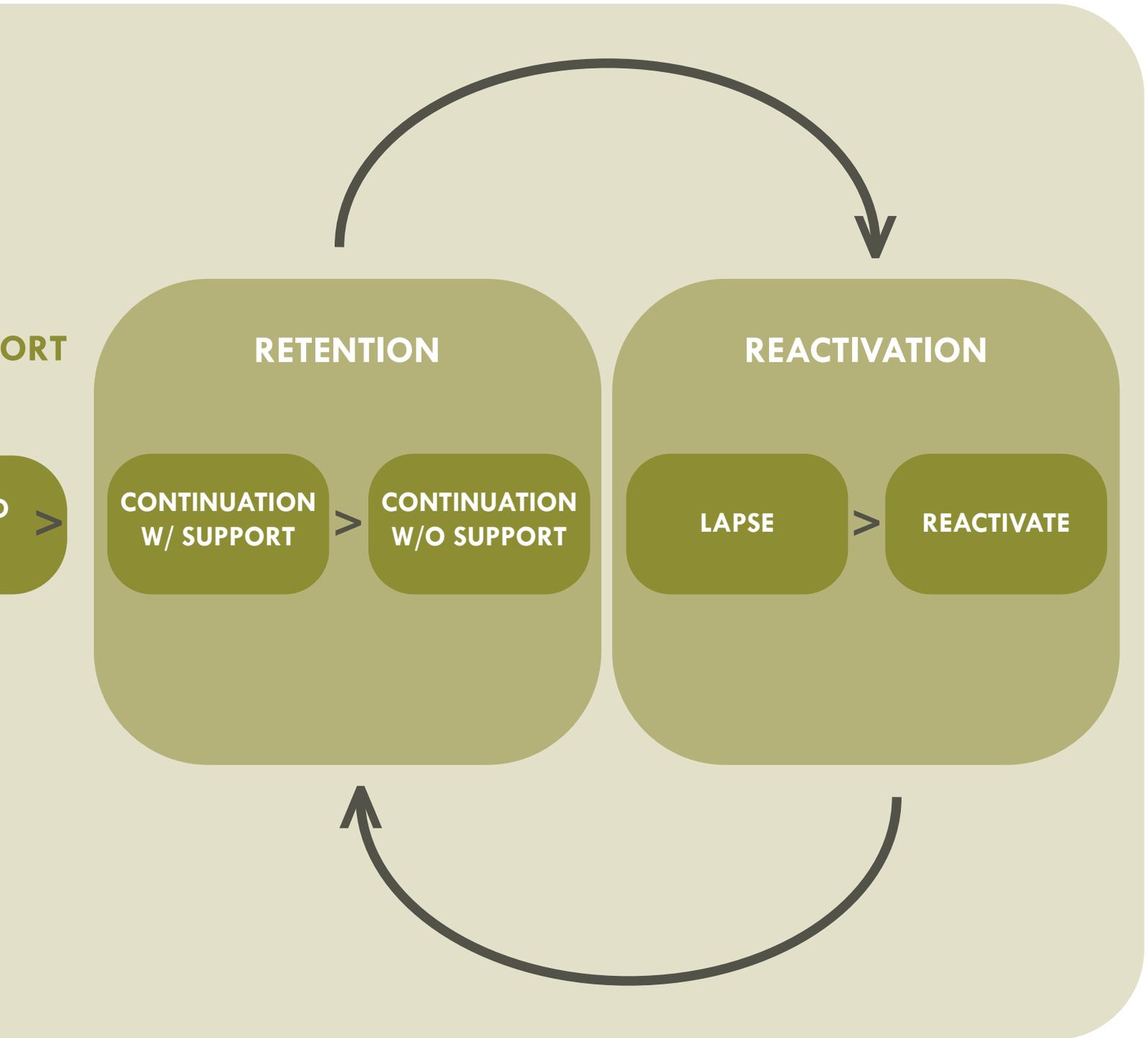
areas in our state with **goals set to be accomplished only 12-18 months out from initial efforts**. All objectives will fall under one of our department four strategic pillars which are habitat and access, asset management, customer service, and operational excellence.



THE OUTDOOR RECREATION ADOPTION MODEL



The Outdoor Recreation Adoption Model (ORAM) is a linear illustration of the steps an individual takes as they learn about, try and then adopt a new behavior or activity. This model can be used to understand the differences between recruitment, retention, and reactivation. According to the Council to Advance Hunting and the Shooting Sports, “By understanding the ORAM and the processes critical to an individual’s adoption of an activity, R3 program managers and organizations can build strategies that effectively engage individuals in outdoor recreation and increase the reach and impact of their R3 efforts.”



As participation rates and customer demographics change, there are many competing hobbies of our consumers. Through this model, R3 teams across the country focus their efforts on how to increase the participation of angling, hunting, and shooting sports. This model boils down to two main goals: 1. To recruit and keep interest of new participants, and 2. Increase participation of current outdoor users.

STRATEGIC PLAN

This R3 strategic plan has objectives and action items fall under three main goals which work in cohesion with our departmental strategic pillars. The goals are as follows:

1. Increase access to quality fishing locations.
2. Increase awareness and engagement with diverse populations.
3. Collaborate elements of the statewide education plan.

These objectives and strategies do not encompass all that our department is focused on for habitat and access efforts. These objectives were formed organically through conference collaboration across divisions done by education staff via pre-work.

GOAL 1: INCREASE ACCESS TO QUALITY HUNTING, FISHING, AND TRAPPING.

- » Access to shoreline improvement opportunities
- » Increase awareness and utilization of community fisheries
- » Expand quality hunting and trapping access on public and private lands
- » Increase access to quality outdoor recreation areas



OBJECTIVE 1.A

IDENTIFY OPPORTUNITIES TO ADVOCATE FOR HABITAT AND ACCESS.

STRATEGY 1: IDENTIFY AND PROMOTE IMPROVED SHORE ACCESS PROJECTS.

Action Items:

- A. Discuss current efforts with fisheries habitat leadership.
- B. Work with communication staff to ensure projects are being shared on social media.
- C. Identify shoreline terrain (e.g. rocky shore, sand, dirt, etc.)

STRATEGY 2: ADVOCATE FOR MULTIUSE TRAILS FOR OUTDOOR ACTIVITIES THAT CAN ALSO BE USED FOR FISHING.

Action Items:

- A. Take inventory of already existing multiuse trails.
- B. Engage in planning/funding meetings for these trails with parks staff.

STRATEGY 3: ACQUIRE FUNDING FOR AND DISTRIBUTE TRACK CHAIRS FOR CUSTOMER USE ACROSS THE STATE. DURING DISTRIBUTION, PROVIDE TRAINING TO GFP EMPLOYEES ON HOW TO USE AND MAINTAIN THE CHAIRS. FOR FUNDING PURPOSES, DETERMINE THE AMOUNT OF TIME THE CHAIRS WILL BE USED FOR HUNTING VS FISHING.

Action Items:

- A. Collaborate with Region 3 supervisor to discuss current funding needs.
- B. Create and distribute survey for park managers to take regarding need, staff, and storage availability at their park.

STRATEGY 4: ASSIST IN THE CREATION OF A CREP PROJECT FOR THE BIG SIOUX RIVER WATERSHED (BSRW) SIMILAR TO THE JAMES RIVER WATERSHED CREP CREATING 25,000 ACRES OF QUALITY WILDLIFE HABITAT ON PRIVATE LAND THAT IS OPEN TO PUBLIC HUNTING AND FISHING ACCESS.

Action Items:

- A. Offer support in completing Programmatic Environmental Assessment needed to complete a CREP agreement with USDA.
- B. Help complete CREP agreement between State of SD and USDA.
- C. Assist in training NRCS, FSA, GFP, and PF staff in the Big Sioux River Watershed to deliver CREP to interested landowners.
- D. Promote the BSRW CREP through news releases, Landowners Matter newsletter, and partnerships with local communities and conservation organizations.

STRATEGY 5: INCREASE THE AMOUNT OF QUALITY HUNTING OPPORTUNITIES PROVIDED BY PRIVATE LAND ENROLLED IN THE WALK-IN AREA (WIA) PUBLIC HUNTING ACCESS PROGRAM.

Action Items:

- A. Collaborate concerning increasing annual payment rates for undisturbed habitat and signing bonus rates for multi-year contracts that provide public hunting access to undisturbed habitat and/or priority big game hunting opportunities.
- B. Promote the WIA program through local habitat & access teams lead by private lands habitat biologists, through the Landowners Matter newsletter, and through direct mailings to CRP participating landowners.

OBJECTIVE 1.B

INCREASE USERS' AWARENESS AND UTILIZATION OF COMMUNITY FISHERIES

STRATEGY 1: ASSIST IN THE DEVELOPMENT OF GIS HEAT MAPS OF LICENSE HOLDERS TO TARGET NEW CUSTOMERS AND INCREASE AWARENESS OF COMMUNITY FISHERIES.

Action Items:

- A. Create a contact list of non-fishing license holders, new fishing license holder and people new to a community to distribute a welcome packet describing local fishing opportunities.
- B. Send promotional materials (email, flier, social media, geo fencing) to inform users of community fishing opportunities in their area.

STRATEGY 2: ASSIST IN THE ADDING OF AMENITIES AND EDUCATIONAL SIGNAGE IN COMMUNITY FISHERIES.

Action Items:

- C. Survey what community fisheries need restrooms and other amenities.
- D. Survey what parks have the capacity to maintain and clean more restrooms and shelters.
- E. Create a workgroup to take control of funding and implementation of amenities.
- F. Focus educational signage on community fishing areas near heavily populated areas and areas of high catch rates then promote these new educational opportunities to the local communities.

STRATEGY 3: PARTNER WITH OTHER ORGANIZATIONS (E.G. LOCAL PARKS AND REC DEPARTMENTS, SCHOOL PROGRAMS) TO OFFER EXPANDED PROGRAMMING RESOURCES.

Action Items:

- A. Create a workgroup to reach out to their local community and develop partnerships with local organizations to offer educational programming and educational resources.

GOAL 2: INCREASE AWARENESS AND ENGAGEMENT WITH DIVERSE POPULATIONS.

- » Reaching and implementing broader audiences with programming.
- » Increasing representation of diverse audiences in media and outreach efforts.
- » Providing programming for specific target demographics (women, tribal, disabilities etc.).
 - Diverse programming in urban areas using community fisheries.
- » Implementing Midwest Association of Fish and Wildlife Agencies Small Game Diversity Toolkit to reach broader audiences for small game hunting.

The MAFWA Small Game Diversity Toolkit includes a diverse collaboration of photos. Game, Fish and Parks was awarded along with access to the photos in order to diversify our marketing efforts. These assets are available as a result of a Multi-State Conservation Grant in partnership between MAFWA, DJ Case & Associates, GUD Marketing, Pheasants Forever/Quail Forever, Back Country Hunters and Anglers, the Council to Advance Hunting and the Shooting Sports, and National Wild Turkey Federation.

Our new Go Outdoors system will be reaching out to customers in a personalized way through notifications designed to engage them via relationship management. For example: an upcoming angler may get a notification of a nearby community fishery to explore.



OBJECTIVE 2.A

BRIDGE THE GAP BETWEEN GFP AND UNDERSERVED POPULATIONS.

STRATEGY 1: IDENTIFY UNDERSERVED POPULATIONS IN SD AND DEVELOP RESPECTIVE PROGRAMMING.

Action Items:

- A. Reach out to Human Dimensions Specialist to discuss current underserved populations data.
- B. Create task force of GFP staff that could identify possible needs of underserved populations.
 - Identify leadership of different communities to potentially reach out to and discuss if there is a need/want for education programming.

STRATEGY 2: MARKET AVAILABLE EDUCATIONAL RESOURCES, SUPPLIES, AND EQUIPMENT. UPDATE WEBSITE WITH THE SUPPLIES AND RESOURCES INFORMATION TO BE ABLE TO REQUEST.

Action Items:

- A. Create a task group to inventory existing equipment.
- B. Identify areas of need for equipment at statewide offices.
- C. Identify parks/offices that have equipment but are not currently checking them out.
- D. Update website to make finding rental opportunities more user friendly.

STRATEGY 3: IMPLEMENT MAFWA SMALL GAME DIVERSITY TOOLKIT

Action Items:

- A. Create marketing proposal for department leadership.
- B. Work with hired marketing company to implement these images into present day marketing.
- C. Geotarget areas where marketing efforts can be implemented with best reception.

STRATEGY 4: PROVIDE TRAININGS ON ADAPTIVE EQUIPMENT.

Action Items:

- A. Create a workgroup to identify training opportunities for staff (i.e. company or staff trainers).
- B. Create a click through training for available equipment and appropriate use of equipment.



GOAL 3: COLLABORATE ELEMENTS OF THE STATEWIDE EDUCATION PLAN.

- » **Conduct check-ins to ensure progress of state education plan objectives.**
- » **Identify and share new ways of instructing into state education courses.**
- » **Continue to inform staff across the state of R3 initiatives.**

OBJECTIVE 3.A

OBTAIN NATIONAL R3 STRATEGIES AND IMPLEMENT THEM INTO STATE EDUCATIONAL PROGRAMS IN ORDER TO MEET GFP'S STRATEGIC NEEDS.

STRATEGY 1: IDENTIFY NEW STRATEGIES/PROCESSES TO IMPLEMENT INTO STATE EDUCATION COURSES

Action Items:

- A. Update education staff quarterly to discuss new trends and implementation.
- B. Utilize yearly education conference as an opportunity to provide continuing education on national R3 movements.
- C. Attend all region meetings to define R3 and give examples on how R3 fits into their line of work.

OBJECTIVE 3.B

ENSURE THE EDUCATION STRATEGIC PLAN ALIGNS WITH THE DEPARTMENTS STRATEGIC GOALS AS WELL AS R3 GOALS.

STRATEGY 1: CONDUCT QUARTERLY CHECK INS OF PROGRESS

Action Items:

- A. Create a focus group consisting of both outdoor campus directors and park representative.
- B. As a focus group, plan and create a reporting system defining R3 success efforts.



WE SERVE AND CONNECT PEOPLE AND FAMILIES TO THE
OUTDOORS THROUGH EFFECTIVE MANAGEMENT OF OUR STATE'S
PARKS, FISHERIES AND WILDLIFE RESOURCES.



GFP.SD.GOV