



STRATEGIC PLAN 2016-2020

OPPORTUNITIES

Provide outdoor recreational opportunities.

Objective A :: Enhance fishing opportunities.

1. Increase fishing education opportunities reported in the aquatic education report by a total of 10 percent over the next five years.

- a. Provide family fishing and introductory and advanced fishing clinics and coordinate fishing opportunities for people with developing skill sets.
- b. Establish a program where mentor groups and individuals take novice anglers, senior anglers, and people with disabilities fishing a few times per year.

2. Create a process to identify fishing access opportunities to guide fiscal decisions by the end of 2017.

- a. Establish a department-wide fishing access workgroup to develop and implement the process.
- b. Complete a comprehensive inventory of existing access sites and maintenance responsibilities and identify current access needs.

3. Develop five urban fishing opportunities per year.

- a. Develop partnerships with municipalities and other parties to identify opportunities and funding sources for urban fishery creation, enhancement and maintenance.
- b. Employ fisheries management strategies aimed at enhancing fishing opportunities.

Objective B :: Enhance hunting and trapping opportunities.

1. Simplify and increase recreational opportunities by 2020.

- a. Evaluate current license structures, application processes, fees, rules and regulations to enhance opportunity.
- b. Expand educational programs for adults, women and families beyond awareness and introduction.

2. Increase public land hunting access to 50,000 additional acres by 2020.



- a. Continue to acquire property within land acquisition guidelines.
- b. Collaborate and advocate for signing all public lands (USFS, BLM, SPL, BOR, etc.) and public access routes.
- c. Develop opportunities with private landowners to access inaccessible (landlocked) public lands.

3. Increase quality private land hunting access and enroll 200,000 acres by 2020.

- a. Promote current private lands access programs to unenrolled landowners through targeted messaging via new and traditional communications means.
- b. Evaluate existing agreements and develop criteria for the Walk-In Area program.
- c. Provide awareness and enroll adjoining landowners while posting public access areas.
- c. Broaden opportunities for small game (rabbits, squirrels) on private lands during the fall hunting seasons.

4. Increase sponsored programs to educate customers about trapping by 10 percent by 2020.

- a. Evaluate outreach opportunities to connect trappers with landowners.
- b. Host annual trapping matters workshop in each region.
- c. Encourage trapping associations to sponsor programs that provide trapping education and awareness.

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

1. Provide complete trail information year round.

- a. Create a digital cross-functional app to search statewide trails according to conditions and attributes; allowing customers to view and make reviews.
- b. Review multi-use trails annually in 5 districts and document the information in the digital app.
- c. Improve and create trail signage while providing interpretation through multiple methods of interactive media.

2. Maintain an A rating from 80 percent of surveyed campers who visit the state park system annually.

- a. Improve camping comment response process.



b. Develop an electronic process to survey day users within the state park system.

3. Increase visitation from September through May by 3 percent each year over the average of the previous five years.

a. Increase four season access to facilities.

b. Increase promotion of park opportunities during the shoulder season with local communities.

c. Expand volunteer base in the shoulder months.

Objective D :: Expand and promote diverse recreational opportunities.

1. Continue to provide five diverse recreational initiatives.

a. Conduct inventory of opportunities offered within the state park system.

b. Survey and assess statewide opportunities within the Division of Wildlife.

c. Identify priority initiatives.

Examples identified:

- ✓ Develop a digital cross-functional trails app (including canoe and kayak, birding trails, snowshoe, OHV, bike, hike, cross-country skiing)
- ✓ Develop a shooting and archery program (including education, ranges, mobile units, adult education and promotion)

d. Continue the planning process of the Mt. Rushmore Connector Trail.

e. Complete the Peter Norbeck Outdoor Education Center.

2. Increase outreach through diverse mediums.

a. Ensure information is updated and incorporated into the newly developed website.

b. Improve technology through mobile apps and mapping functionalities.

c. Introduce existing users and recreationalists to diverse opportunities.

3. Implement a statewide education plan.

a. Analyze participation in current education programs to identify reach, assess potential target audiences and increase outreach and marketing efforts by June 2019.



- b. Research, develop and implement best-practice assessment methods for informal education programs to ensure programming is effective, purposeful and relevant to targeted audiences by December 2019.
- c. Evaluate current special events by December 2018.
- d. Standardize universal programs delivered by education staff by December 2018.
- e. Develop a statewide comprehensive training program structure for education staff and volunteers by June 2018.
- f. Track participant data by December 2020.
- g. Increase collaboration through events planning, maintaining an agency-wide events calendar, and providing staff support for programming starting January 2018.
- h. Develop a hunting, fishing and outdoor recreation mentorship program structure to be used across the agency in conjunction with community partners by June 2018.
- i. Design, deliver and analyze an education needs assessment by December 2018.

4. GFP Commission to lead discussion on non-resident use and opportunities with a possible research component to be included.

Objective E :: Maintain and improve infrastructure and facilities.

1. Develop an asset and facilities management plan.

- a. Implement an asset management system by end of 2017.
- b. Develop an asset and facilities geospatial inventory and site map template.

2. Perform an accessibility audit of ADA designated facilities by 2019.

- a. Train staff or hire consultant to perform accessibility audits.
- b. Prioritize action on identified improvements.
- c. Improve boating access by providing transfer assist devices.



RESOURCES

Serve as stewards of our state's outdoor resources.

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

1. Update the State Park System Plan for South Dakota.

- a. Review the existing 1978 State Park System Plan and evaluate the plan as it relates to the department's strategic plan.
- b. Conduct a public review of planning process.
- c. Update the Statewide Comprehensive Outdoor Recreation Plan.

2. Update existing management plans and create new management plans for at least 75 percent of all state parks and recreation areas.

- a. Develop a management plan template.
- b. Inventory existing conditions.
- c. Create teams to develop the individual park or recreation area management plan.
- d. Complete Spearfish Canyon State Park Master Plan.

3. Identify reasons that prohibit people from optimizing outdoor opportunities in state parks by 2018.

- a. Develop a survey to determine the limiting factors and opportunities for optimizing outdoor opportunities.
- b. Distribute the survey to a random sample list focused on targeting non-users while also gathering input from current or past users.
- c. Analyze the survey results and use the information to improve management plans and other statewide planning efforts.

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

1. Review all existing management plans to identify areas of overlap and priorities among all other management plans by 2018.



2. Align wildlife populations by identifying and implementing at least 10 high-priority strategies from existing wildlife and habitat management plans and rare species recovery efforts, including the Wildlife Action Plan, that can be completed or show significant progress by 2020.

3. Assess habitat information needs and habitat availability by identifying five high-priority habitat data needs from existing wildlife and habitat management plans and forming a team to acquire data or estimate costs to develop these data layers by 2020.

a. Improve the status of species listed as threatened or endangered by 2020.

b. Identify high-priority habitats that limit species recovery, conservation, and management.

4. Improve public understanding and acceptance of GFP's role in wildlife management by identifying five major areas of complaint, confusion or information needs and develop preliminary strategies to address these areas by 2018.

a. Assess feasibility to conduct statewide inventory of habitats by 2020.

b. Assess existing human dimensions survey set to identify shortfalls in surveying all customers.

c. Identify and implement alternative and improved ways of disseminating information.

5. Ensure sustainability and herd health of all big game populations through a disease management program.

a. Monitor and evaluate risk and impact of disease in big game herds in South Dakota.

b. Enhance the department's efforts to manage Chronic Wasting Disease (CWD) in deer and elk across the state and launch a strategic communications plan to educate and inform public about the safety, risks and any new regulations.

c. Work with the South Dakota Animal Industry Board on Chronic Wasting Disease (CWD), bovine tuberculosis, brucellosis, and other potential disease risks to big game populations in South Dakota.

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

1. Manage fish populations to maintain a satisfaction score from surveyed anglers indicating, on average, they are satisfied (4.5 or higher) with their fishing experience.

a. Identify factors that impact angler satisfaction on a statewide level, and focus management efforts to address those factors.



b. Produce the quantities and sizes of fish to meet statewide fisheries management requests and take steps to increase hatchery production if necessary.

2. Manage fish populations to achieve an angler rating of fishing quality of 60 percent or greater annually through aquatic habitat improvement, AIS management, fish stocking and management driven fisheries research.

a. Assess public perception concerning the perceived effects of AIS on fishing quality statewide.

b. Identify effective habitat improvement or other management tools to address limitations on sportfish populations.

c. Design and implement a formalized process to evaluate the effectiveness of fish harvest regulations at meeting management objectives by the end of 2017.

3. Maintain an angler churn rate of 30 percent or below annually.

a. Identify factors that impact churn rate on a statewide level and focus management efforts to address those factors.

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

1. Develop a statewide habitat goal to establish new funding sources by 2020.

a. Implement four forums and one summit to continue open conversations regarding sustainable habitat, public access, sustainable funding, outdoor recreation and landowner respect to ensure a collective conservation voice.

2. Increase or maintain (depending on the program) private landowner participation in GFP programs and other conservation programs.

a. Include private landowners in review and evaluation process of GFP programs to make programs more desirable.

b. Expand cooperatively funded partnership positions to deliver state and federal conservation programs to private landowners.

c. Advocate for federal Farm Bill programs that are beneficial and practical for South Dakota private landowners.

d. Maintain customer satisfaction of the wildlife damage management and animal damage control programs.



3. Increase collaboration with other public lands managers.

- a. Create a partnership position to enhance habitat and range management on School and Public Lands property.
- b. Initiate one significant resource (fish or wildlife) project in partnership with a federal or state agency by 2018.

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

1. Assess existing and develop new habitat management plans where none exist for all GFP lands by end of 2019.

- a. Develop, implement, and update statewide habitat management plans with specific habitat restoration and conservation objectives for all GFP lands.
- b. Manage noxious weeds, invasive species, and woody encroachment to reduce impacts on desired habitats and natural resources sustainability.
- c. Use science based assessment and monitoring to ensure habitat management practices are achieving movement towards habitat restoration and conservation objectives on GFP lands.

2. Develop a GIS inventory of habitat types – both native and non-native - on all GFP lands, and identify and prioritize the most at-risk native habitats for implementing specific conservation and protection measures to ensure their long-term sustainability by 2019.

- a. Utilize GIS technology to inventory and map vegetation communities on all GFP lands, with newly acquired lands inventoried and mapped within 6 months.
- b. Identify priority habitats on GFP lands, including both intact native communities and non-native habitats, for enhanced conservation, restoration, and management activities.
- c. Collaborate with conservation partners and Universities to leverage funding for research, inventory, restoration, and management activities on GFP lands.

3. Complete a comprehensive needs assessment for all GFP lands, including a priority list of human resource needs; capital asset needs; and habitat restoration, protection, management, and development projects potentially accomplished under current and increased funding level scenarios by 2020.

- a. Identify GFP lands at greatest risk from human-induced pressures leading to unsustainability of natural resource values, and set priorities to protect from, manage for, or mitigate those pressures.



b. Determine if and how climate change science can be incorporated into habitat management planning for all GFP lands.

c. Complete a comprehensive needs assessment of all GFP lands, including identifying the human and financial resources available under various funding scenarios to address the most critical needs for sustainable habitat conservation and management on all GFP lands.

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

1. Create a sustainable cultural resource identification and protection program.

- a. Develop and implement a Cultural Resource Management Plan.
- b. Develop a cultural resource inventory and mapping system based on available record searches.
- c. Create a policy for acquiring cultural and historic artifacts.

2. Maintain cultural and historic resource site monitoring and protection on GFP lands.

- a. Implement existing cultural resource Title VI monitoring plan.
- b. Implement existing cultural resource Title VI Law Enforcement protection plan.
- c. Conduct two cultural resource land surveys on un-surveyed GFP lands each year.

3. Develop and maintain a cultural resource training program for staff.

- a. Designated Department staff will attend one cultural resource training session.

4. Increase awareness of cultural and historic resources.

- a. Dedicate the Good Earth Visitor Center.
- b. Develop an interpretive plan for Bear Butte Visitor Center.

CONFIDENCE

Inspire confidence.

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



1. Increase website sessions combined with mobile app usage by 10 percent per year.

- a. Develop and launch a new gfp.sd.gov website and redesigned mobile app by the end of 2017.
- b. Create an online reference library for management plans, studies, survey results and associated materials.

2. Increase awareness for all programs and services by aligning 100 percent of department branding and messaging.

- a. Align all program branding with the department's brand management efforts.
- b. Ensure the mission statement is reflected in all areas of communications.
- c. Implement an annual meeting to discuss external communication planning strategies.
- d. Create a standard briefing process of department rules and regulations to educate staff and customers.
- e. Create social media campaigns to gain awareness of department program areas and staff responsibilities.
- f. Implement phase two of the Habitat Pays public relations campaign to enhance landowner knowledge of available programs and increase user sessions to habitat.sd.gov.
- g. Launch an annual Aquatic Invasive Species (AIS) strategic communications campaign and ensure tactics align with the AIS Statewide Management Plan.
- h. Launch an annual Chronic Wasting Disease (CWD) strategic communications plan to educate and inform public about the safety, risks and any new regulations.

3. Increase and improve targeted communications by using new and traditional means.

- a. Develop and distribute a public information survey to understand how customers want to receive GFP content.
- b. Conduct inventory of department-wide radio programming events.
- c. Launch a centralized, department-wide podcast by 2019.



4. Increase visibility for all programs and services through trade shows, workshops, events and job fairs.

- a. Attend at least 10 in-state and regional trade/sports shows each year.
- b. Host 5 AIS events per year to keep staff and customers informed of all regulation updates and prevention measures.

5. Of the nearly 7,000 Conservation Digest subscribers, 20 percent to complete and return an informational survey to determine subscriber demographics.

- a. Implement a survey component into the Conservation Digest to develop a metrics baseline for this audience.

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

1. Provide and increase access to financial information and through agency communication platforms.

- a. Display actual revenue collections and expenditures within the GFP annual report and include fund source information each year.
- b. Recreate and reissue the GFP annual financial report by 2017.
- c. Reference the information available through the Bureau of Finance and Management, OpenSD and the Legislative Planning Committee on the newly revised gfp.sd.gov website.
- d. Incorporate the GFP annual budget presentation to the GFP Commission meeting schedule each year.
- e. Ensure the state standardized budget, financial, revenue and performance indicators are shared.
- f. Develop information and education to justify GFP's ROI to legislature and public.

2. Align funding with agency mission, vision and goals.

- a. Rewrite budget narratives during FY2019 budget request process.
- b. Maintain open and transparent budgeting and accounting processes.
- c. Implement asset/project management system; 5-year Capital Development Improvement Project plan.
- d. Secure formal budget support from GFP Commission, State Government and the State Legislature.



3. Sustain wildlife and parks working capital at appropriate and desired balance levels (wildlife = 25 percent and parks = 10 percent of budget).

a. Use strategic budget projections and recommendations to consistently maintain the desired cash balance in GFP's operating funds.

b. GFP Commission Resolution to commit future Game Fund dollars to priority projects.

4. Implement Board of Internal Controls directives for development of formal internal control system.

a. Ensure that GFP follows the statement set forth by the Bureau of Finance and Management:
"The internal control system will be financial controls....and everything else."

5. Evaluate fiscal capabilities, staff capacity, and technical resources by conducting an independent review of responsibilities, staff and public expectations, and the resources needed to achieve them.

a. Improve technical capabilities and staff capacity to collect, manage, store, interpret, and share data.

b. Expand funding and partnership opportunities.

c. Identify measures of success, such as return on investment, for new projects and initiatives.

Objective C :: Provide opportunities for meaningful public input.

1. Provide staff with the tools to improve public involvement opportunities.

a. Create an internal public involvement techniques toolbox.

b. Encourage staff to develop more collaborative opportunities for GFP to interact with partners.

c. Provide public involvement training information to staff.

2. Provide three new public input channels.

a. Administer a public opinion survey on customers' use and preference of public input opportunities.

b. Research and enhance digital platforms for providing public input opportunities.

c. Invite customers, non-government organizations and local officials to GFP Commission meetings.

3. Reduce barriers and obstacles to public involvement.

a. Inventory all current public involvement opportunities used by GFP and evaluate their effectiveness.



Objective D :: Develop and improve partnerships and relationships.

1. Increase partner awareness and support for GFP mission.

- a. Evaluate and enhance outreach and communication with partners and stakeholders to improve awareness of Department partnership opportunities.
- b. Explore incentive-based approaches to stakeholder participation.
- c. Notify partners of results and findings of department studies.

2. Foster five new partnerships to support GFP mission.

- a. Generate an inventory of existing partnerships and stakeholders.
- b. Utilize and expand public input processes (workgroups, stakeholder groups, Regional Advisory Panels) to address public involvement needs regarding current or rising issues.
- c. Engage new partners with the ability to enhance department effectiveness.

3. Increase collaboration between GFP and other state, federal and tribal agencies and local governments.

- a. Identify key programs/projects that would benefit from involvement of partner agencies or governments.
- b. Enhance access through cooperative road agreements based on equitable responsibilities.
- c. Establish partnerships to jointly protect traditional cultural tribal properties.

4. Leverage partner resources to support GFP mission.

- a. Evaluate department needs best addressed with input, guidance or assistance from the public, private and non-government partners.
- b. Identify priority program needs by establishing new cooperatively funded positions.
- c. Assist Parks and Wildlife Foundation to expand local fund raising and in-kind service opportunities.



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

1. Improve and streamline internal and external customer services.

- a. Implement customer service training for all staff.
- b. Ensure all regional offices have a designated computer and printer for purchasing a small game hunting or fishing license or park permit and making a camping reservation.

2. Improve hunting/fishing license purchasing and park entrance license customer satisfaction.

- a. Identify a baseline by implementing a customer satisfaction survey for small game hunting and fishing license and park entrance license buyers.
- b. Allow users to purchase small game hunting and fishing licenses as gift cards through the online licensing system.

3. Ensure customer security and personally identifiable information (PII) remains at 100 percent.

- a. Continue to research and review the most current protocol for cyber security.
- b. Work with BIT to provide the following updates within the online licensing system: allow the user the ability to reset their username and passwords, ensure security questions are pre-written for user selection and require an email address be listed in the online licensing user profile.

4. Increase GFP's customer base by reducing language barriers.

- a. Assess and implement a pilot program for using alternate language on signage within the state park system; beginning with Lewis and Clark Recreation Area.

EXCELLENCE

Foster professional excellence.

Objective A :: Facilitate staff development.

1. Develop a department-wide training and orientation process for new and promoted staff.

- a. Implement a formal department-wide, comprehensive orientation and mentoring program for new and promoted staff.
- b. Develop a welcome packet with department education materials and information specific to the hiring position.



c. Create a 'GFP New Employee Handbook', to complement the Bureau of Human Resources Employee Handbook, that is easily accessible by all employees and supervisors and will be inserted into the welcome packet.

2. Create and implement comprehensive leadership, professional development and staff training programs.

a. Develop a diverse team of agency staff to create and implement a comprehensive leadership development program.

b. Develop a diverse team of agency staff to create and implement a comprehensive professional development and training program.

c. Develop and implement criteria for continuing education and career advancement opportunities.

3. Create and implement an employee professional development planning tool and increase participation in staff development and training programs by 25 percent.

a. Determine a baseline measurement of staff participation in training and development opportunities using a staff survey or another effective assessment tool.

b. Collaborate with Bureau of Human Resources to develop and integrate the use of a staff professional development planning tool and process as an integral part of the ACES performance evaluation process.

4. Create and implement programs to improve interagency communication and awareness and increase employee empowerment and job satisfaction by 25 percent.

a. Conduct an assessment to determine a baseline measurement of employee job satisfaction and empowerment perspectives.

b. Create and implement an employee "ride-along or shadowing" program and other similar opportunities to promote cross-training, facilitate and promote relationship-building and improve inter-agency communication.

c. Engage employees and supervisors in a process that will facilitate the identification of at least 4 initiatives to promote employee empowerment.

d. Agency administrators will identify members, form and task an agency focus group.

e. Evaluate current employee awards and other recognition opportunities within the separate divisions to streamline into a department-wide Employee Recognition Program.



5. Develop a facilities management training plan.

- a. Develop a working group to survey facilities managers for training needs and prioritize needs by end of 2017.
- b. Identify currently available training programs to meet needs identified.

Objective B :: Facilitate supervisor development.

1. Improve supervisor effectiveness through leadership development.

- a. Appoint a Leadership Development Training Team by 2017.
- b. Develop a 3-part assessment process to facilitate a professional supervisory development plan.
 1. Create a supervisor self-assessment tool.
 2. Develop an employee-driven supervisor assessment tool to help supervisors understand what their employees expect from a supervisor.
 3. Identify a supervisory needs assessment to determine the Department's desires for supervisors.
- c. Implement a "pathways" process to facilitate the creation of individual supervisor development plans.
 1. Develop a formal training plan that "creates a path" for supervisor development (this would include giving it a catchy name). The framework of this plan would contain two components: a) a core supervisor development pathway and b) a customized supervisor development pathway for individuals and/or their respective discipline.
 2. Develop a periodic review process to update the supervisor development plan.
- d. Develop an annual assessment process for employees to rate supervisor competency.
 1. Identify competencies, accountabilities and process for determining effectiveness of supervisory staff (budget, personnel management, etc.).
 2. Establish 'minimum standards' for supervisory staff communications.
 3. Implement staff assessment process for supervisors (360 evaluations).

2. Increase employee confidence in supervisor competency by 10 percent by 2020.

- a. Implement an ACES supervisor effectiveness assessment tool by creating a universal "Supervisory Accountability" in ACES documents for all supervisors.

3. Create and support a valued workforce that infuses a positive culture for developing leaders, managing supervisor performance and providing professional growth opportunities.

- a. Identify three specific methods of communications to improve interaction and efficiency with team members and other staff.



- b. Develop a collaborative workgroup for supervisors as a mechanism to provide support, feedback, identify best practices, share ideas for improving effectiveness.
- c. Create a supervisor mentoring program for new supervisors to provide guidance over the first two years.
- d. Create a mechanism to help identify future leaders by assessing their interest and skills in becoming a supervisor.
- e. Continue and improve upon the alignment of work direction with budget priorities to ensure direct connection to agency mission and vision.

Objective C :: Expand collaboration within the department.

1. Optimize internal communications.

- a. Hold annual joint regional meetings for increased communication, staff planning of work plans, priorities and schedules.
- b. Hold one department-wide conference within the next five years.
- c. Develop and share an internal training and meeting calendar that provides a “one stop shop” for all available classes, to include Bureau of Human Resources, supervisory courses, law enforcement training, technical courses.
- d. Combine all law enforcement hiring and training processes.
- e. Improve content and collaboration of the department-wide newsletter while assessing the tool in which it is distributed.
- f. Expand the Commission Recommendation Development processes across the department.

2. Increase number of joint offices and services offered.

- a. Consolidate current offices where feasible and identify joint facilities for future development.
- b. Provide consistent department sales options at key identified locations.

3. Increase joint department projects and resources.

- a. Identify current joint projects (habitat, access, shared admin/management facility, law enforcement).



- b. Host annual joint department planning meetings to prioritize access projects, maintain and improve habitat, prioritize and plan capital development projects and identify capital asset purchases/planning opportunities.
- c. Encourage and expand the use of shared staff, equipment, and other resources by eliminating barriers; i.e. funding/coding.

Objective D :: Recruit and retain quality staff.

1. Increase the number of intern and seasonal applicants by 20 percent by 2020.

- a. Develop and enhance relationships with colleges and universities to promote intern and seasonal opportunities by attending job fairs, presenting in classrooms, and encouraging the requirement of an internship for graduation for relevant majors.
- b. Develop standardized recruitment materials and job posting opportunity channels.
- c. Increase the availability of intern and seasonal housing, possibly by the use of full service campsites, host families, additional permanent structures, and temporary campers.
- d. Conduct targeted marketing of seasonal positions to non-traditional groups, such as retirees, 17-year olds and other non-college-aged individuals.

2. Obtain at least three qualified applicants for each permanent position vacancy by 2020.

- a. Target prior high quality interns for permanent position vacancies.
- b. Collaborate with the Bureau of Human Resources to improve the state job website and online application process.

3. Increase employee retention rates by 2020.

- a. Identify retention areas.
- b. Improve opportunities for professional and personal growth; focusing on external training and formal education.

Objective E :: Equip staff properly.

1. Assess and monitor overall equipment capabilities of all full-time employees.

- a. Survey and create an assessment report for staff to determine a baseline of equipment capabilities by end of 2018.



- b. Obtain and maintain an equipment satisfaction rate of 75 percent or better.
- c. Develop a consistent department-wide uniform policy and order form.

2. Ensure staff safety by reducing equipment related accidents, damage and worker's compensation claims by 10 percent.

- a. Review worker accident claims annually and discuss preventative measures.
- b. Inventory and define equipment requiring specialized training, certification or Personal Protection Equipment.
- c. Schedule 20 annual facility inspections through Risk Management.

3. Increase staff engagement through improved communication equipment.

- a. Develop a department-wide cell phone policy.
- b. Identify and invest in equipment and technology advancements (drones, WebEx communications).

4. Improve adoption, use and compatibility of technological equipment.

- a. Improve inventory method for tracking technology equipment that captures purchase date, life expectancy, current location, intended purpose.
- b. Create a committee to review and incorporate new technology into multi-disciplinary field operations.

Objective F :: Provide clear guidance through active policy management.

1. Develop, implement and regularly review policies, procedures and work directions that promote professionalism.

- a. Establish a review committee to identify outdated policies and procedures and facilitate the implementation of existing or new policies and procedures.
- b. Review committee to establish a schedule to review policies and procedures.
- c. Eliminate division policies, procedures and work direction and implement department-wide policies, procedures and work directions.
- d. Implement a process to keep employees informed of new and modified policies, procedures and work directions.



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- e. Update the Intranet with any changes to policies, procedures and work directions.

- f. Assess how to share internal policies, procedures and work directions externally while maintaining the integrity of GFP business operations.