

Wyoming Game and Fish Department Comprehensive Management System Strategic Plan FY17-FY21



Scott Talbott, Director
February, 2016

TABLE OF CONTENTS

	<u>Page</u>
Mission.....	i
Situation Analysis	1
Program-Level Strategic Plans	
Aquatic Wildlife Management.....	14
Bird Farm	15
Conservation Education	15
Conservation Engineering.....	16
Customer Service	18
Department Administration	19
External Research	19
Feedgrounds	20
Financial Management.....	21
Habitat.....	22
Habitat and Access Management.....	23
Habitat Protection	24
Information	25
Information Technology/GIS.....	26
Legislatively Mandated Expenses.....	27
Personnel Management.....	28
Property Rights Management/PLPW	28
Regional Information and Education Specialist	30

Regional Terrestrial Wildlife Management	31
Specialized Statewide Law Enforcement.....	32
Statewide Terrestrial Wildlife Management.....	34
Strategic Management	35
Support Facilities and Personnel.....	36
Wildlife Health and Laboratory Services	37

MISSION

The Wyoming Game and Fish Commission is created and empowered in Title 23 of the Wyoming Statutes. The Department is created and placed under the direction and supervision of the Commission in W.S. 23-1-401. The responsibilities of the Commission and the Department are defined in W.S. 23-1-103. In these and associated statutes, we are charged with providing...“an adequate and flexible system for the control, propagation, management, protection and regulation of all Wyoming wildlife.” The Department is the only entity of state government directly charged with managing Wyoming’s wildlife resources and conserving them for future generations. As such, our mission is:

“CONSERVING WILDLIFE — SERVING PEOPLE.”

SITUATION ANALYSIS

I. OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

The Wyoming Game and Fish Department (Department) was created and placed under the supervision and direction of the Wyoming Game and Fish Commission (Commission) in Title 23, Wyoming Statutes, but its history actually extends to the early days of Wyoming statehood. The position of State Fish Warden was created in 1890, and that of State Game Warden in 1899. Both offices reflected interest in the conservation of natural resources as a result of the ruthless exploitation of the late 1800's. Unlimited harvest had left Wyoming's wildlife resources vastly depleted from pre-settlement levels. With protection from over-harvest and the establishment of some protected areas of habitat, wildlife populations began to slowly increase in the early part of the twentieth century.

With growing wildlife populations, and the resultant need for closer and more frequent contact with constituents, the Commission was established in 1921. This bipartisan board of lay persons was formed to provide effective citizen oversight of the Department.

In subsequent years, the Commission and Department continued their role as protector of wildlife from illegal exploitation. Efforts were primarily directed at species of high interest to hunters and anglers. As the science of wildlife management evolved, so did the professional role of the Department. Federal legislation assisted, with the Federal Aid in Wildlife Restoration Act in 1939 (Pittman-Robertson) and Federal Aid in Sport Fish Restoration Act in 1952 (Dingell-Johnson), providing much needed funding.

By the 1970s, the science of wildlife management had grown to embrace the importance of non-hunted wildlife and habitat to all wildlife. With passage of federal and state laws and regulations requiring the Department's involvement in various environmental issues and the energy boom of the '70s, the agency took on a larger role in habitat and land use issues related to wildlife conservation. In recent years, the Department has maintained its traditional role of providing premier hunting and fishing opportunities while addressing the interests of all people interested in Wyoming's wildlife.

Today, the Department's constituents are a diverse group of Wyoming residents and non-residents who have an interest in, or are affected by, wildlife. The Department continues to manage all wildlife for public benefits and, in cooperation with private landowners and land management agencies, to advocate habitat conservation to provide a wildlife legacy for the future. For its constituents, the Department is the state agency responsible for managing all the state's wildlife, excluding predatory animals and predacious birds, and conserving their habitat; controlling hunting and fishing; enforcing applicable laws; serving as an advocate for wildlife, wildlife habitat, and all wildlife users; and expanding opportunities for the public to enjoy wildlife.

II. ORGANIZATIONAL ASPECTS

The following material summarizes pertinent information regarding the organizational aspects of the Wyoming Game and Fish Department as of February 2016.

SIZE AND COMPOSITION OF WORK FORCE

The Department is currently made up of 402 permanent employees. In addition, the Department's temporary and contract workforce varies seasonally from approximately 50 to 150 employees.

ORGANIZATIONAL STRUCTURE AND PROCESS

The Department is currently made up of four divisions and the Office of the Director. These divisions are: Fiscal, Fish, Services, and Wildlife. The Department's management style is based upon a comprehensive management system, using the principles of management by objective, program budgeting, program evaluation, and program adaptation. The Department has utilized strategic planning since 1975, and has incorporated the concepts of program budgeting and Federal Assistance Compensation planning. Department operations are governed by a centralized chain-of-command with major changes or decisions subject to approval by the Staff (consisting of the Director, Deputy Director, Division Chiefs, and Assistant Division Chiefs) and/or the Commission. With the adoption of the principles of adaptive management, there has been increased focus on teams and employee empowerment in problem-solving and decision-making.

GEOGRAPHICAL LOCATION

The Department's main office is in Cheyenne, but personnel are stationed in each of Wyoming's counties. Regional field offices are located in Casper, Cody, Green River, Jackson, Lander, Laramie, Pinedale, and Sheridan. In addition, personnel are located at 11 fish culture units, 2 bird farms, 42 warden stations, the Thorne/Williams Research Unit at Sybille, and the University of Wyoming. The Department's constituents are located throughout Wyoming and outside the state, nationally and internationally.

HUMAN RESOURCES

Foremost among the Department's strengths is its employees. For the last few years, the Department has been facing a challenge as the need for a more flexible workforce meets the traditional pattern of career-long employment with the agency. This challenge is expected to continue into the foreseeable future as a high number of employees reach retirement eligibility and a new generation emerges into the workforce. Historically, the Department has enjoyed low rates of employee turnover. However, the Department has experienced a recent increase in turnover due to an increased number of retirements. In the years 2013 and 2014, the Department experienced an unusually high turnover rate due to a large number of employee retirements, averaging 10.25 percent for these two years. The Department averaged 6.01 percent turnover for the previous 10 years. Unfortunately, Wyoming is not alone in facing this looming crisis. Other state wildlife agencies and federal resource agencies are expecting similar rates of turnover. Recruiting and retaining employees is expected to become more difficult. Recruitment will be a challenge as increased retirements are a trend nationwide and the Department will be competing

nationally for employees. Pay rates are expected to be a major factor in the Department's ability to compete in attracting and retaining qualified personnel.

The recent turnover increase was not a surprise for the Department, as past workforce planning identified both the pending challenge and need for a solution. The Department has developed a comprehensive workforce plan to strategically address both short and long-term challenges associated with retirements and employee turnover. Currently, over 14 percent of the Department's workforce is eligible to retire; by 2020, that figure is expected to approach 26 percent. As these employees retire, they take a great deal of institutional knowledge with them. In order to fill the void left by retirees, it is critical for the Department to create and maintain programs and tools designed to assist employee development. A Department goal is to continue to develop tools and solutions to identify, measure, communicate, and address challenges associated with the current and future workforce, which include state sponsored WISE (Wyoming Introductory Supervisory Education) training, Franklin Covey Seven Habits Signature course, participation in the National Conservation Leadership Institute, and an internal Leadership Development Program. The Department has also focused on job shadowing and the creation of position manuals. In addition, the Department continues to identify and communicate areas of potential turnover, utilize employee recruitment and retention technology (Profiles International, Performance Management Instrument, Organizational Charting), and continually monitor, analyze, and address classification and compensation issues.

CAPITAL ASSETS

In addition to offices, fish culture units, warden stations, and other facilities, the Department controls property rights on a variety of lands. Department lands throughout the state have been acquired and managed primarily for big game winter range, waterfowl production, and access to hunting and fishing opportunities. The Department manages 37 Wildlife Habitat Management Areas (approximately 449,882 acres) and 104 Public Access Areas in the state, which provide high quality public access for hunting and fishing. Some Wildlife Habitat Management Areas include state lands (Office of State Lands and Investments) and/or federal land, and those areas are managed pursuant to cooperative agreements between Department and those other agencies. These habitat and access areas encompass 372 miles of streams, 47,730 acres of lake, 415 parking areas, 1,163 miles of road, 66 boat ramps, 23 boat docks, and 1,935 acres of riparian and wetland habitat. While most of the Commission's habitat and access areas are open year round, some have winter closures to minimize disturbance to big game. These capital assets represent strengths for the Department, and overall constituents are supportive of the Department's role in acquiring and maintaining these lands.

III. FISCAL ASPECTS

For the past ten years, the Department was successful in obtaining one license fee increase in 2008. A second request was made in 2012, but was denied by the legislature. As a result, the Department underwent budget cuts in 2013 and 2014 to address anticipated funding shortfalls. Other unanticipated funding assistance came to the Department through an increase in the sale of fishing licenses and larger than expected firearm and ammunition sales nation-wide which enhanced Department revenues.

During this time period, the Department continued to receive legislative funding for capital improvement projects as well as program funds for veterinary services, and sage-grouse management. In addition, during the 2008 and 2010 legislative sessions, the Department was also appropriated legislative funds for three additional programs, wolf management and sensitive species in 2008 and aquatic invasive species in 2010.

Shown below is a 10-year history of the Department’s budget, excluding legislative capital construction funds, which are administered by another state agency and general funds.

YEAR	APPROVED COMMISSION BUDGET (a)	REVENUE RECEIVED
2006	\$51.0 million	\$47.6 million
2007	\$53.7 million	\$50.2 million
2008	\$60.7 million	\$56.9 million
2009	\$67.3 million	\$59.4 million
2010	\$70.1 million	\$63.8 million
2011	\$73.8 million	\$65.6 million
2012	\$77.0 million	\$64.4 million
2013	\$70.6 million	\$70.0 million
2014	\$65.9 million	\$60.5 million
2015	\$70.6 million	\$67.0 million

(a) The Department commonly reverts between 10 and 15 percent of its budget annually.

The Department receives funding from a limited number of sources. The chart is using information from fiscal year 2015.

License revenue*.....	56 percent (21 percent resident; 79 percent non-resident)
Federal Aid**.....	25 percent (federal excise tax on hunting/fishing equipment)
Operating Interest.....	3 percent
Trust Interest***.....	1 percent
General funds.....	7 percent
Competitive Grants.....	7 percent
Other.....	1 percent (publications, boat registration, access donations)

* License revenue includes all revenue from licenses, stamps, permits, tags, license application fees, preference points, and raffle revenue.

** The agency has seen a substantial increase in funding from historic appropriation levels from the U.S. Fish and Wildlife Service (W.S.-23-1-601 and 602) as the state’s apportionment of excise taxes on hunting/fishing equipment. This funding is used to defray agency maintenance and operation costs that are expended on activities approved as eligible for federal reimbursement under the Department’s comprehensive plan and in accordance with Federal Aid requirements (50CFR).

*** The Department’s Wildlife Trust Fund has an un-expendable corpus which is funded with 37½ percent of the conservation stamp revenue and 50 percent of lifetime conservation stamp

revenue. Interest from the trust is allocated through the budget process, in accordance with Commission direction, to utilize a percentage basis for projects related to habitat, constituent education, and alternative funding.

IV. SERVICE POPULATION DEMOGRAPHICS

WYOMING RESIDENTS

The Department's mission is “Conserving Wildlife – Serving People”. In 2014, the U.S. Bureau of the Census estimated Wyoming’s population to be 584,153. In 2000, that number was 493,782, representing a 15 percent increase in 14 years.

During 2005, the Human Dimensions Committee of the Western Association of Fish and Wildlife Agencies conducted a multi-state study to determine the *Wildlife Values in the West*. During previous work, researchers identified four basic value orientations held by people towards wildlife. These include Utilitarian (believe wildlife should be used and managed for human benefit), Mutualist (humans and wildlife are meant to co-exist or live in harmony), Pluralist (have beliefs consistent with both the Utilitarian and Mutualist view points), and Distances (either are uninterested in wildlife or have weak value orientations toward wildlife).

Within the 19 western states, approximately 34 percent of residents can be classified as utilitarian, 20 percent as pluralists, 33 percent are mutualists, and 13 percent possess distanced orientations. In contrast, 44 percent of Wyoming residents were found to hold utilitarian value orientations, 31 percent were identified as pluralists, 18 percent were mutualists, and only 7 percent held distance value orientations.

Although many of the new residents appear to be hunters, anglers, and wildlife watchers, their rapid arrival has had consequences for wildlife. Industrial and residential development negatively impacts terrestrial habitats and can have significant impacts on water resources. Likewise, many of the new arrivals have different opinions and attitudes toward wildlife than those of long-time residents. This increases the need for the Departmental awareness of the variety of attitudes and opinions of stakeholders when considering wildlife management decisions.

CURRENT CHARACTERISTICS

Hunters and Anglers

The *2011 National Survey of Fishing, Hunting and Wildlife-Associated Recreation* indicated that 42 percent of the national population age 16 or older either hunts or fishes. The majority of hunters and anglers in the United States are white and male, although the number of female hunters is increasing rapidly. Most hunters are age 35 or older and earn more than \$40,000 per year. Wyoming data from this survey indicated for residents age 16 and older, 39 percent fished and 18 percent hunted.

Wildlife Viewing

Nearly a third of the U.S. population enjoyed wildlife watching in 2011. Females and males had similar participation rates for around-the-home wildlife watching. People in the 65 to 74-year-old age group were most likely to participate at 53 percent, while people in the 18 to 24-year-old

age group were the least likely to participate. Approximately 91 percent of around-the-home wildlife watchers lived in metropolitan areas (cities greater than 50,000 residents).

Approximately 72 percent of Wyoming residents age 16 and older participate in some form of wildlife viewing. For Wyoming residents, more females than males enjoy wildlife viewing (55 percent). Sixty-seven percent of Wyoming wildlife viewers are from metropolitan areas.

Access to wildlife is a quality-of-life issue with many Wyoming residents, and represents a major part of Wyoming's allure for visitors. Wyoming ranks at, or near the top, nationally, in the percentage of the population participating in wildlife-associated recreation.

FUTURE TRENDS

Short Term Trends:

More than 90 million U.S. residents (16 years old and older) participated in some form of wildlife-related recreation in 2011. Participation is up three percent from five years earlier. The increase was primarily among those who fished and hunted.

Sportsmen have traditionally been the backbone of conservation efforts and funding for state fish and wildlife agencies. The Department continues to place emphasis on recruiting new hunters and anglers, and retaining existing hunters and anglers. As part of an effort to remove potential barriers to hunter recruitment, the 2008 Wyoming legislature passed a bill that amended the hunter safety statute to establish a hunter mentor program. To date, 8,323 hunters have been mentored through the program. Also in 2008, the Department hired a Hunter and Angler Recruitment Coordinator to focus on those efforts. By working with partners in the state, including federal agencies, non-governmental organizations, and others, the Department is looking for new ways to get more people out into the fields, rivers, lakes, and woods.

Long Term Trends:

Some longer term trends (two or more years) are also important. Access for hunting and fishing has become a problem as access to private lands has become more restrictive. With a larger percentage of hunters and anglers being forced to use public lands, crowding at public access sites could become heavy, especially those close to out-of-state urban centers. The Department's Private Lands Public Wildlife (PLPW) access program works to alleviate this problem through its Hunter Management Area and Walk-in Hunting and Walk-in Fishing Programs.

In 2014, enrollment the Department's Hunter Management Area Program was 1,102,370 acres and 659,972 acres were enrolled in its hunting Walk-in Areas. This same year, 3,781 lake areas and 98 stream miles were enrolled in Walk-in Fishing Areas. Enrollment in Walk-in Areas and Hunter Management Areas is dependent upon the amount of available Access Yes funds. During 2014, easement payments were slightly less than the Access Yes donations collected by the Department. The number of acres and stream miles should remain fairly constant as long as Access Yes funding levels are maintained.

V. TECHNOLOGICAL DEVELOPMENTS

Since the mid-1990s, the Department has worked to expand and enhance its technological infrastructure. During 2004, the Information Technology (IT) Branch was subdivided into three distinct work units: Application Development and Programming, IT Operations, and Geographic Information Systems. This expansion has allowed the Department to develop new problem solving capacities, increase productivity, and provide new services to the public. However, as the Department has become more dependent on its IT infrastructure, new complications and concerns have been identified. Some of these issues, Department efforts to incorporate new technologies, and efforts to address problems are outlined below.

ELECTRONIC GOVERNMENT

Compared to the private sector, government organizations have been slow to adopt new information technologies. Even agencies that have come to rely on computer systems have largely automated existing manual procedures based on the movement of paper and have not implemented the major shift in management practices seen in the commercial world. There, IT has been used to move away from functional business units and to restructure organizations around the processes that support the core business, seeking to provide quicker and better service to their customer base, and thereby cementing a relationship with the customer. Government organizations have begun to learn and apply some of these management practices based on new information technologies.

For the Department, this means a shift in the way it provides services to constituents. It also means that new laws, policies, management techniques, and security practices are being called for. The very nature of the Department is changing. If the Department is to manage wildlife, it must be able to effectively manage electronic information resources.

Issues related to bandwidth serve as an excellent example. In many ways, the Department's IT network is like a plumbing system except instead of carrying water, the network carries data. The capacity of the Department's network determines how much information can be carried at any one time. This amount of information is known as bandwidth. As wildlife issues in Wyoming continue to be influenced by world energy markets, expanding human populations, long-term drought, and a host of other social, economic, political, and climatic trends, Department personnel will need a greater and greater ability to access electronic information as well as to communicate with each other electronically. In other words, the Department is likely to continue to be in a cycle of increasing its bandwidth as its management efforts become more complicated.

Additionally, the technology tools necessary to address wildlife issues are becoming more centered around Geographic Information Systems and the need for remote access to all information and data is becoming more prevalent. As these needs increase, the Department will need to search for better solutions to address them.

ELECTRONIC COMMERCE

The sale and purchase of goods via the Internet has become a common practice in modern American society. Because this form of commerce is readily available to a majority of the public, the Department has worked to adapt this technology to provide a number of services.

Starting in January 2007, the Department allowed hunters to apply online for the various limited quota licenses. Then in fall of 2009, the Department began selling a variety of stamps and hunting and fishing licenses online. These include fall turkey, bird/small game, and fishing licenses. Conservation stamps and pheasant and elk management stamps are also available. Finally, the Department began selling Aquatic Invasive Species boat registrations online in 2010. In calendar year 2015, 1,240,530 items were processed through the Department e-Commerce systems, totaling \$78,301,804.

VIDEOCONFERENCING

Over the last several years, the Department has worked to realize a variety of benefits from video conferencing technology. At the time of this writing, the Department headquarters building and all the regional offices have been equipped to participate in videoconferences. Desktop video conference capabilities have also been realized throughout the Department, along with the advent of a new State of Wyoming centralized e-mail system.

Historically, employees would drive hundreds of miles to participate in meetings. In addition to lost employees productivity, these trips would often require people to stay overnight, in which case the Department would incur hotel, fuel, and per diem costs. The existing videoconference network has reduced the need for much of this travel and expense. The Department has already realized significant benefit from these tools, and developing technologies are expected to enhance this productivity. Some Department programs are working to provide presentations and information to the public with the existing infrastructure.

In 2014, the Department began testing streaming Commission meetings via the YouTube on the Internet. Subsequently, this practice has become standardized since 2015. Commission meeting video streaming has been an important tool in Department efforts to reach its constituents and include them in a valuable part the agency's administrative process, especially when those constituents are limited by travel.

GEOGRAPHIC INFORMATION SYSTEMS

As noted above, wildlife management has always relied upon geospatial information to map herd distributions, track changes in habitats, and address political and biological issues. Over the last decade, as natural resource issues have become more contentious, the ability to maintain, analyze, and interpret geographic information has become a necessity. The Department has a long history of using Geographic Information Systems (GIS) to address resource and research needs. Unfortunately, much of this work has been done by individual employees without any consistent or coordinated direction. The problem is exacerbated as multiple agencies (both state and federal) try to collaborate and develop more comprehensive datasets. In an effort to address this area, the Department is participating and contributing data towards a cooperative, multi-agency central Decision Support System. This system will be used to assist with identification of crucial habitats with respect to a variety of development activities. This is known as the Wyoming Interagency Spatial Database and On-line Management (WISDOM) tools for wildlife project and is housed at the Wyoming Geographic Information Science Center (WyGIS) at the University of Wyoming. In addition, the Department continues work on a GIS implementation plan; however limited staffing opportunities have negated progress in implementing a central shared GIS program.

Despite the problems, the Department has been able to leverage GIS technologies to implement two significant projects. The first is a Bear Bait Application process where the initial application and tracking of assigned bear bait areas can now be accessed and managed through any of the Department's headquarters and regional offices. The second is a Plan Your Hunt application where constituents can interact with a wide variety of geospatial data such as big game hunt area boundaries and landownership status to better assist them in determining details for their big game hunts. These two applications have further illustrated a persistent need for these technologies and IT personnel continue to work with other Department staff in searching for solutions with limited personnel and within existing technological constraints.

COLLABORATIVE SOFTWARE

Utilizing some of the new information technologies outlined above, software companies have been building collaboration functions into their software suites. Individual components of the suites now share common user interfaces and functions, making them easier to use together. Distributed teams and workgroups, unhampered by distance, can now share forms, reports, project management tools, and other resources. Team members can be automatically informed by e-mail whenever a change is made to a document. Reports, papers, spreadsheets, and even databases can be published directly to the Internet or an Intranet. Changes in a report located on a server in Cheyenne can automatically update a spreadsheet on a server in Cody. It's all part of the new paradigm to break down distance and time barriers to the flow of information which could have dramatic benefits for the Department.

MALICIOUS/ILLEGAL ACTIVITIES

Certain elements of the public have always engaged in malicious or illegal activities ranging from graffiti artists and vandals to organized criminal networks. The expansion of the Internet, electronic government, and electronic commerce has provided new opportunities for these individuals to pursue their goals. In response, agencies and companies spend millions of dollars protecting themselves from spyware, electronic viruses, worms, and fraud. When viewed collectively, the actions and reactions resemble an arms race. Unfortunately, the global nature of the Internet, the adaptive nature of the criminals, and the lack of sufficient law enforcement limits society's ability to end the "race". As such, the Department's need to develop, purchase, and implement IT security measures continues to grow in recent years to comply with Payment Card Industry (PCI) Data Security Standards. This brings with it an additional set of requirements in order to meet and maintain compliance. These requirements affect everything from network infrastructure to the individual desktops.

VI. ECONOMIC VARIABLES

KEY ECONOMIC VARIABLES

The following important economic variables impact the ability of the Department to effectively meet its mission:

Inflation - Results in increasing Department expenditures to maintain the same or even lower levels of customer service. This increases costs to wildlife users and reduces their disposable income.

Unemployment - Reduces customers' ability to participate in wildlife-associated recreation.

Personal income - Comparatively slow growth in this variable for some customers, together with the increasing number of people on fixed incomes, causes many to feel they are being priced out of hunting and fishing.

Interest rates - High interest rates temporarily slow statewide habitat loss because of downturns in extractive industries, housing markets, property, and equipment purchases. Interest rates influence Department revenue from operating cash and the Wildlife Trust.

Crop and livestock market fluctuations - Affect hunting and fishing access to private lands and landowner tolerance of wildlife. Changes in traditional patterns of land use can impact both habitat and access on private lands in either a positive or negative direction.

License fee revenues - Department revenues depend on license sales. These sales fluctuate dramatically and unpredictably because of weather and its impacts on wildlife populations. In addition, license fees are controlled by the Legislature. These two factors make it necessary for the Department to maintain a large cash reserve to offset several of the economic variables noted above.

Energy Prices - Recent low energy prices have hurt Wyoming's economy and may result in budget cuts to the Department's programs funded through the Wyoming Legislature's general fund. Price levels for crude oil and natural gas are expected to remain relatively low through 2017. Coal prices are currently low and projected to increase slightly after 2016. Anecdotal evidence suggests that low gas prices encourage non-resident hunters and anglers to visit Wyoming, subsequently increasing license sales.

ECONOMIC CONDITIONS

Historically, Wyoming's economy has been characterized by "boom and bust" cycles tied to world energy reserves. When oil and coal demands outpace supply, production in Wyoming has expanded (boom), and when supplies have exceeded demand, production has declined (bust).

Mineral development in Wyoming results in thousands of high paying jobs for local residents and recent arrivals. Mineral severance taxes allow the legislature and local communities to maintain and improve the services provided to residents. At the same time; however, this expansion of industrial and residential development impacts wildlife habitat. Law enforcement officials have detected significant increases in poaching, wanton destruction, and other serious wildlife-related violations in areas of increasing mineral production.

It is also important to note that wildlife-related recreation is a multi-million dollar component of the tourism industry in Wyoming. *The 2011 National Survey of Fishing, Hunting, and Wildlife Associated Recreation* indicated that Wyoming residents and nonresidents spent \$1.13 billion on wildlife recreation in Wyoming. Of that total, trip-related expenditures were \$874 million and equipment expenditures totaled \$181 million. The remaining \$82 million was spent on licenses, conservation contributions, land ownership and leasing, and other items.

IMPACTS OF FUTURE ECONOMIC CONDITIONS AND THE AGENCY'S RESPONSE

Despite the recent downward trend, mineral development is known to have long-lasting effects on both wildlife populations and habitats. History has shown that it can take centuries before developed areas return to a relatively “natural” state. Such changes can affect the amount of wildlife-related opportunities the state can provide by eliminating recreation from some areas and concentrating recreation in other areas. It is likely such shifts would negatively affect the sale of hunting and fishing licenses and limit the Department’s ability to provide services to the people of Wyoming. On the other hand, the severance taxes paid by the mineral industry have provided the Wyoming Legislature with resources to help pay for needed efforts related to facilities maintenance, wildlife diseases, sage-grouse preservation, aquatic invasive species, wolf management, and sensitive species. Likewise, mitigation resources from energy companies, federal efforts to address resource needs in Wyoming, and an active nongovernmental community also provide opportunities to minimize impacts to Wyoming’s wildlife.

In light of these changes, the Department will have to face a variety of challenges. It will be important for the Department to maintain a fiscally responsible operation and to seek new resources and partners to address the myriad of issues. Finally, the Department will need to maintain a degree of flexibility so it can take advantage of opportunities as they present themselves.

VII. OTHER LEGAL ISSUES

DESCRIPTION OF CURRENT FEDERAL ACTIVITIES

The Department's involvement with federal legislation and policy is important and continuous. By virtue of its administrative role in Federal Aid funds and its management responsibility including threatened and endangered species and waterfowl, the U.S. Fish and Wildlife Service is an important partner in wildlife conservation. The Bureau of Land Management, the U.S. Forest Service, and the National Park Service are also extremely important in wildlife conservation since they administer vast acreages of important wildlife habitat and sizable wildlife populations. Department involvement in land use decisions on federal lands is of considerable importance to both wildlife and wildlife users. Other federal agencies whose activities are important to fish and wildlife include the Animal Plant Health Inspection Service, Natural Resources Conservation Service, Bureau of Reclamation, Army Corps of Engineers, Environmental Protection Agency, and other agencies involved in land and water management issues.

IMPACT OF LITIGATION

Primarily related to the Endangered Species Act, continuing litigation, resulting in the inability to delist recovered species thus allowing state assumption of management authority, has limited Wyoming’s conservation efforts for threatened and endangered species. Extended legal challenges to grizzly bear and wolf delisting divert resources from conservation, and hinder the Department from implementing a comprehensive management program for these recovered species and other impacted wildlife.

IMPACT OF ANTICIPATED STATE LAW CHANGES

State legislation is at least as difficult to anticipate as federal legislation, and its impacts on wildlife conservation are similarly difficult to predict. However, several general issues are of potential concern:

Direct Legislative oversight could affect Department effectiveness by politicizing wildlife management, inhibiting constituent involvement, or diverting license revenues which would jeopardize annual federal aid revenues.

License set-asides could affect broad-based constituent support by further earmarking hunting licenses for specific constituent groups.

Loosened land use restrictions could result in lessening of environmental standards and create negative impacts on wildlife habitat.

IMPACT OF COURT CASES

A disturbing trend in wildlife conservation is the increased number of wildlife issues which are decided in the courts. Litigation is costly and controversial. More effective conflict resolution in wildlife issues could reduce the need for and cost of litigation.

IMPACT OF LOCAL GOVERNMENT REQUIREMENTS

Local governments have been the recipients of Department assistance through a variety of programs/grants for development of wildlife interpretive facilities, public use facilities, stream improvements, shooting facilities, etc. In general, these programs have been positive for both the Department and the local communities. The future of these programs is a function of available funding from both partners. Clearly, these partnerships represent a potential source of support for both wildlife and wildlife users. They can also be of considerable economic benefit to communities seeking to develop tourism or address a variety of species or habitat related issues.

IX. SELF EVALUATION

AGENCY PERFORMANCE

When the Department's strategic plan shifted from a species-based to a program-based document, program supervisors and members of the planning staff collaborated to develop performance measures for each subprogram. That practice has been perpetuated within this version of the Department's Strategic Plan.

At least one quantifiable performance measure is associated with each of the Department's subprograms; although, in certain circumstances, the outputs of multiple subprograms are compiled to convey the overall performance of a program. In these circumstances, the individual contribution of the subprogram is specified in the "story behind the performance" section in strategic plan annual reports. In some cases, the Department measures "customer" satisfaction using an external survey sent to hunters and anglers. In other cases, the effectiveness of management is evaluated using species population estimates or production records. Finally, some programs have the capacity to evaluate employee efficiency, which is used to measure the effectiveness of the larger program.

Annual measures of agency performance are reported to the Governor of Wyoming, the Wyoming Legislature, and the Wyoming Game and Fish Commission. Data used to measure the Department's performance is audited every three years to ensure accuracy. The Strategic Plan will be updated every five years to ensure that programs and performance measures remain relevant.

INVOLVEMENT OF LOCAL, STATE, AND FEDERAL AGENCIES

In order to effectively meet the Department's mission and achieve its goals, it is imperative that wildlife conservation in Wyoming become a cooperative effort. Examples of the Department's cooperation with other agencies are many and varied. Habitat protection involves cooperative efforts with the Department of Environmental Quality, Bureau of Land Management, U.S. Forest Service, U.S. Army Corps of Engineers, Wyoming State Engineer, Wyoming Water Development Commission, and other agencies. Terrestrial and aquatic wildlife management involves cooperation and coordination with federal and state land managers on a variety of regional issues affecting Wyoming. Law enforcement efforts involve agents of the U.S. Fish and Wildlife Service and state and local law enforcement authorities. Education efforts involve educators at the state and local levels. Disease (e.g. brucellosis, chronic wasting disease, and whirling disease) eradication and management involves the Animal, Plant and Health Inspection Service, National Park Service, U.S. Fish and Wildlife Service, U.S. Forest Service, Bureau of Land Management, and Colorado Division of Natural Resources. Perhaps most important, efforts in effective wildlife conservation involve a host of individuals. Landowners, conservationists, hunters, anglers, and others make up the Department's complex constituency. Without their cooperation, wildlife conservation in Wyoming would be impossible.

AGENCY-LEVEL PLAN

Program: Aquatic Wildlife Management

Division: Fish

Mission: Conserve and enhance all aquatic wildlife, reptiles, amphibians, and their habitats for current and future generations. We will provide diverse, quality fisheries resources and angling opportunities.

Program Facts: The Aquatic Wildlife Management Program is made up of seven sub-programs, listed below with the number of staff and FY 15 budget:

<u>Sub-programs</u>	<u># FTEs*</u>	<u>FY 15 Annual Budget</u>
Fish Hatcheries and Rearing Stations	41.5	\$5,148,721
Regional Aquatic Wildlife Mgmt.	34.2	\$3,319,677
Aquatic Invasive Species**	16.0	\$1,341,023
Boating Access	0.0	\$796,448
Aquatic Nongame (CWCS)***	8.8	\$609,216
Statewide Aquatic Wildlife Mgmt.	5.5	\$518,296
Fish Spawning	2.2	\$160,540
Fish Distribution	0.0	\$128,862
TOTAL	108.2	\$12,022,783

* Includes permanent, contract, and temporary positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.

** Legislatively funded program.

*** Includes funding from the General Fund and State Wildlife Grants (SWG).

The Aquatic Wildlife Program is located across the state in eight regional offices, Cheyenne Headquarters, and ten remotely located fish hatcheries and rearing stations.

Primary Functions of the Aquatic Wildlife Management Program:

- **Conserve and enhance all aquatic wildlife, amphibians, and reptiles** by scientifically assessing populations at both local and watershed levels, controlling exotic species where necessary, and where ecologically and economically feasible reintroducing native species into suitable habitats in order to conserve these taxa for future generations.
- **Provide diverse, quality fisheries resources and angling opportunities** through a system of fish management that attempts to first manage wild fisheries where possible, but relies upon an evaluation-based fish-stocking program. The sub-program meets angler desires by stocking salmonids (trout, grayling, and kokanee) that come from egg sources within Wyoming and are reared using modern fish culture practices. Non-salmonid (walleye, bass,

catfish, etc.) fisheries are maintained through the trade of excess eggs with federal and other state agencies. Efforts will balance the productive capacity of habitats with public desires.

Performance Measure #1: Number of stream and lake surveys completed (Personnel with this program will work to complete at least 540 stream and lake surveys per year).

Performance Measure #2: Pounds of fish stocked (Personnel with this program will work to produce 375,000 pounds annually)

Program: Bird Farms

Division: Wildlife

Mission: Enhance pheasant hunting opportunity in Wyoming.

Program Facts: The Bird Farm Program is made up of one major sub-program, listed below with the number of staff and FY 15 budget.

<u>Sub-program</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Bird Farms	5.4	\$753,371

** Includes permanent, contract, and temporary positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

Bird farm facilities are located in Sheridan and Yoder.

Primary Function of the Bird Farm Program:

- **Enhance pheasant hunting opportunity in Wyoming** through the production and release of high quality pheasants.

Performance Measure #1: Number of pheasants released annually (Personnel with this program will work to release 25,000 pheasants each year.)

Program: Conservation Education

Division: Office of the Director

Mission: Provide learning and participation opportunities relating to both aquatic and terrestrial wildlife management, wildlife conservation, wildlife related skills, and lawful and ethical behavior.

Program Facts: The Conservation Education Program is made up of two major sub-programs, listed below with the number of staff and FY 15 budget:

<u>Sub-program</u>	<u>#FTEs*</u>	<u>2015 Annual Budget</u>
Hunter Education	1.0	\$ 174,655
Conservation Education	2.0	277,981
TOTAL	3.0	\$ 452,636

** Includes permanent and contract positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants. These programs do require statewide responsibilities, travel, and assistance from regional personnel.*

These statewide programs are located in the Department’s Headquarters Office in Cheyenne.

Primary Functions of the Conservation Education Program:

- **Provide learning and participation opportunities** to youth and adults in outdoor skills, and as required by state statute, continue to offer hunter education so that hunters engage in ethical, lawful, and safe actions.
- **Create awareness** in youth and adults of the importance of planned management practices for wildlife and their habitats within their specific ecosystems.

Performance Measure #1: Number of educational opportunities offered and number of people reached annually through conservation education efforts (personnel from this program will work to provide at least 200 conservation education opportunities to 50,000 people).

Performance Measure #2: Percentage of participants rating conservation programs as “meets expectations” (personnel with this program will work to ensure that programs meet or exceed the expectations of at least 80 percent of participants).

Program: Conservation Engineering

Division: Services

Mission: Provide engineering technical support to aid in conserving wildlife and providing public access.

Program Facts: The Conservation Engineering Program is made up of one major sub-program, listed below with number of staff and FY 15 budget:

<u>Sub-program</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Conservation Engineering	7.0	\$ 747,804

** Includes permanent positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

This program consists of the engineering, surveying, and drafting sections and is located in the Department’s Headquarters Office in Cheyenne.

Primary Functions of the Conservation Engineering Program:

- **Engineering technical support** is provided through engineering, surveying, and drafting to maintain the Department’s physical structure of offices, housing, hatcheries, research facilities, Wildlife Habitat Management Areas, boating access facilities, and Public Access Areas often using private sector consultants.
- **Engineering technical support** is provided by acting as caretaker of the Department’s water rights statewide and routinely making water rights filings for new permits, alterations, or research problems that arise.
- **Engineering technical support** is provided by the drafting section for the Department’s statewide signage through design, purchase, and coordination with field personnel and the Wyoming Department of Transportation in the installation of signs.
- **Engineering technical support** is provided through the drafting section for most of the Department’s mapping, including herd unit maps, floating access, public access, and maintaining the Department’s land status maps.
- **Engineering technical support** is provided through the survey section for boundary surveys of all Commission-owned properties.
- **Engineering technical support** for all major new construction projects is provided through the Civil Engineer for design, bid, and construction management using in-house professionals and private sector consulting firms.
- **Engineering technical support** through the drafting section provides many types of displays for all divisions and some outside agencies for use at various functions such as Commission meetings, the Private Lands Public Wildlife Access sub-program, court displays, and public meetings.

Performance Measure #1: Work with divisions to ensure that project requests and capital facilities projects are completed. (Personnel with this program will work to ensure that at least 90 percent of all project requests and capital facilities projects are completed).

Program: Customer Services

Division: Fiscal

Mission: To effectively respond to customer requests and provide guidance to hunters, anglers, and non-consumptive users.

Program Facts: The Customer Services Program is made up of two sub-programs listed below with number of staff and FY 15 budget. Customer Services is broken into three sections: telephone information center, telecommunications services, and alternative enterprises.

<u>Sub-programs</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Customer Services	3.0	\$ 138,256
Mailroom	1.0	556,964
TOTAL	4.0	\$ 695,220

** Includes permanent and contract positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

The Customer Services Program is located in the Department's Headquarters Office in Cheyenne.

Primary Functions of the Customer Service Program:

- **Serve external customers** by providing regulation and other agency information via telephone and mailings.
- **Serve internal customers** by providing telecommunications, mailroom, and staffing assistance.
- **Serve people and wildlife** by offering products and publications that generate revenue that contribute to the support of Department programs.

Performance Measure #1: Volume of customer contacts (personnel with this program will maintain the capacity and infrastructure needed to address at least 75,000 customer contacts: 10,000 mailings and 65,000 phone calls per year).

Performance Measure #2: Number of departmental telecommunication requests handled (Personnel with this program will maintain the capacity and infrastructure to handle at least 400 telecommunication requests from Department employees per year).

Performance Measure #3: Number of products sold to customers (Personnel with this program will work to sell at least 8,000 products per year).

Performance Measure #4: Percent of general public satisfied with how their information needs are handled (Personnel within this program will work to ensure that at least 80 percent of the public is satisfied with how their information needs are handled).

Program: Department Administration

Division: Department-wide

Mission: Provide leadership for wildlife conservation in Wyoming.

Program Facts: The Department Administration Program is made up of four major sub-programs, listed below with the number of staff and FY 15 budget:

<u>Sub-program</u>	<u>#FTEs*</u>	<u>2015 Annual Budget</u>
Administration	23.0	\$ 3,930,093
WGFD Vehicle Fleet	0.0	724,736
Commission	.8	120,551
TOTAL	23.8	\$ 4,775,380

** Includes permanent, contract, and temporary positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

This program is located in the Department's Headquarters Office in Cheyenne.

Performance Measure #1: Number of days in the field by hunters and anglers (personnel with this program will work to provide at least 1.1 million hunter days and 2.3 million angler days per year).

Program: External Research

Division: Office of the Director

Mission: Conduct timely, applied research on fish and wildlife management issues.

Program Facts: Scientific investigations are typically conducted by researchers associated with the Wyoming Cooperative Fish and Wildlife Research Unit (Coop Unit), universities, and independent researchers. The External Research Program funds no Department personnel, but by agreement, \$40,000 per year is used to help fund administration of the Coop Unit. Listed below is the FY 15 budget:

<u>Sub-program</u>	<u># FTEs</u>	<u>2015 Annual Budget</u>
External Research	0	\$ 475,295

Primary Functions of the External Research Program:

- **Conduct research to provide answers to wildlife management questions or issues that require rigorous, scientific study** by developing research proposals and budgets in cooperation with the Department and by hiring and overseeing researchers and/or graduate

students to conduct research that is designed to have immediate applications by fish and wildlife managers.

Performance Measure #1: The percentage of funded projects that submit a final report within specified terms of the grant. (Personnel in this program will work to submit 90 percent of reports within terms of the grant).

Program: Feedgrounds

Division: Wildlife

Mission Statement: To maintain Commission population objectives and control elk distribution in an effort to minimize conflicts with human land uses.

Program Facts: The Feedground Program operates 22 feedgrounds and is made up of one sub-program, listed below with the number of staff and FY 15 budget:

<u>Sub-program</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Feedgrounds	2.0	\$2,814,068

This program is uniquely organized in that it is statewide, but located in the Pinedale Region. Personnel are assigned in Pinedale and Etna. The program is supervised by the Pinedale Regional Wildlife Supervisor.

** Includes permanent positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

Primary Function of the Feedground Program:

- **Maintain elk population objectives and control elk distribution** by providing supplemental feed. Supplemental feeding will assist in the prevention of damage to personal property and assist in the prevention of commingling with livestock to reduce opportunities for disease transmission.

Performance Measure #1: Number of elk attending feedgrounds (Personnel from this program will work to feed at least 14,934 elk.)

Program: Financial Management

Division: Fiscal

Mission: Ensure accountability of all Department assets to the Department's publics, including financial compliance with federal and state requirements and assisting in management planning and decision-making by providing financial information.

Program Facts: The Financial Management Program is listed below with number of staff and FY 15 budget:

<u>Sub-programs</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Revenue Collection & Licensing**	16.5	\$ 1,507,595
Asset Management	3.5	\$ 611,957
Disbursements**	3.0	\$224,509
TOTAL	23.0	\$ 2,344,061

* Includes permanent, contract, and temporary positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.

** Includes one ½ fiscal specialist position.

This program is located in the Department's Headquarters Office in Cheyenne.

Primary Functions of the Financial Management Program:

- **We ensure accountability and compliance** by being responsible for billing, collecting, and accounting for all Department revenues and administering the systems to accommodate administration of all Department revenues including issuance of personal hunting and fishing licenses, permits, tags, and stamps; watercraft registration; commercial hatchery, taxidermist, and bird farm licenses; and federal, state, local, and private grants and donations, to include receipts in excess of \$64 million annually. In addition, we initiate, review, and process slightly less than 38,000 payment transactions in accordance with state requirements.
- **We ensure accountability and compliance** by maintaining and updating the financial records of all Department fixed assets to include personal property (vehicles, office and shop equipment, leasehold improvements) and real property (buildings, infrastructure, land improvements).
- **We assist in Department management planning and decision-making** by developing and monitoring the Department's annual budget to ensure compliance with state requirements. In addition, we provide monthly and annual financial reports to agency personnel and to external publics.

Performance Measure #1: Timeliness of processing payment transactions. (Personnel with the program will work to ensure payments are processed within four working days and receipts are processed within 10 working days).

Performance Measure #2: Number of external customer license inquiries resulting in Department correction of errors.

Program: Habitat

Division: Fish and Wildlife

Mission: Holistically manage, preserve, restore, and/or improve habitat to enhance and sustain Wyoming's fish and wildlife populations for current and future generations.

Program Facts: The Department's Habitat Program is made up of four major sub-programs, listed below with the number of staff and FY 15 budget:

<u>Sub-programs</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Terrestrial Habitat Management	10.0	\$ 1,256,367
Aquatic Habitat Management	10.2	1,183,873
Fish Passage	2.0	303,959
Water Management	2.4	254,502
Wyoming Landscape Cons. Initiative	1.0	108,983
TOTAL	23.6	\$ 3,107,684

** Includes permanent, contract, and temporary positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

The Habitat Program has incorporated the Water Management and Wyoming Landscape Conservation Initiative (WLCI) Programs (formerly sub-programs in the Aquatic Wildlife Management Program).

The Habitat Program has statewide responsibilities. Permanent personnel are located in Buffalo (1), Casper (2), Cheyenne (5), Cody (2), Green River (2), Jackson (1), Lander (2), Laramie (3), Pinedale (2), and Sheridan (2).

Primary Functions of the Habitat Program:

- **Manage, preserve, and restore habitat for the long-term sustainable management of fish and wildlife populations** by inventorying wildlife habitat conditions, determining where conditions are limiting, and planning and implementing projects at watershed and landscape scales in order to conserve and restore habitat quality. This is accomplished by integrating various land uses while involving the general public, private landowners, and land management agencies.
- **Increase fish and wildlife-based recreation through habitat enhancements that increase productivity of fish and wildlife populations** by designing and implementing habitat improvement projects in cooperation with private landowners and/or public land managers.

Performance Measure #1: Terrestrial and Aquatic Habitat: Acres of habitat conserved, enhanced, and restored annually (Personnel in these programs will strive to achieve 650,000 acres per year).

Performance Measure #2 Aquatic and Terrestrial Habitat: Stream miles restored, enhanced, or protected annually. (Personnel in these programs will strive to achieve 200 stream miles per year).

Program: Habitat and Access Management

Division: Services

Mission Statement: Conserve and Enhance Wildlife Habitat, Serve the Public

Program Facts: The Habitat and Access Program manages and administers Wildlife Habitat Management Areas and Public Access Areas for the Department. In addition, the program will complete project requests for other divisions within any single fiscal year. Listed below is the number of staff and FY 15 budget:

<u>Sub-program</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Habitat and Access	25.6	\$ 4,053,901

** Includes permanent, contract, and temporary positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

The program is located statewide with personnel in Jackson, Pinedale, Cody, Lovell, Sheridan, Laramie, Saratoga, Yoder, Lander, Dubois, Cheyenne, and Casper.

Primary Functions of the Habitat and Access Program:

- **On behalf of the Wyoming Game and Fish Commission, manage and protect Commission property rights for the benefit of the Commission, the Department, and the people of Wyoming** by facilitating wildlife conservation through conserving and improving wildlife habitat on Wildlife Habitat Management Areas (WHMA). We serve the public by providing for safe and reasonable public recreation of the wildlife resource on WHMAs while maintaining a balance between habitat conservation and public recreation on those lands.
- **On behalf of the Commission, manage and protect Commission property rights for the benefit of the Commission, the Department, and the people of Wyoming** through providing for safe and reasonable public access and recreation of the wildlife resource on Public Access Areas.
- **Provide technical knowledge and development services to the Department** by working on project requests, which conserve wildlife habitat through the Department's Strategic Habitat Plan and increase public recreational opportunities within the state.

- **Operate in a cost-effective and efficient manner** through the balance of private sector contracts and trained Department crews.

Performance Measure #1: Percent of work plan elements achieved (Personnel in this program will work to achieve at least 85 percent of their work plan elements).

Performance Measure #2: Percent of project requests completed (Personnel in this program will work to complete at least 95 percent of requested projects).

Performance Measure #3: Percent of public satisfied with the management and maintenance of Wildlife Habitat Management Areas and Public Access Areas (Personnel in this program will work to achieve an external satisfaction rate of at least 65 percent).

Program: Habitat Protection

Division: Office of the Director

Mission: The Habitat Protection Program coordinates project proposal and land management plan reviews and recommends appropriate wildlife stipulations and mitigation strategies to protect important game and non-game habitats and to facilitate the implementation of the Governor’s Sage-grouse Executive Order.

Program Facts: The Habitat Protection Program is located in Cheyenne and Casper, and consists of the following:

	<u># FTEs*</u>	<u>FY 15 Annual Budget</u>
Habitat Protection Program	7.0	\$ 708,540

** Includes permanent, contract, and temporary positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

Primary Functions of the Habitat Protection Program:

- **Coordinate Department review and evaluation** of land use plans, projects, policies, and activities that affect fish, wildlife, and their habitats, and make recommendations consistent with Department and Commission policies, position statements, and habitat protection strategies.
- **Develop and negotiate planning and mitigation strategies** regarding energy development.
- **Participate and monitor** federal and state agency land management plans.
- **Provide updated recommendations** for project proponents and the Department.
- **Review federal and state agency** development applications that are proposed within the Wyoming Sage-grouse Core Population Areas.

Performance Measure #1: Performance appraisals (Personnel in this program will work to ensure 100 percent of performance appraisals are rated as meets or exceeds expectations).

Program: Information

Division: Office of the Director

Mission: Disseminate information to promote public understanding and support for wildlife, wildlife habitat, wildlife conservation, and the Department's management programs.

Program Facts: The Information Program is made up of two major sub-programs, listed below with the number of staff and the FY 15 budget:

<u>Sub-programs</u>	<u>#FTEs*</u>	<u>2015 Annual Budget</u>
Information	6.0	\$ 545,248
Publications	1.0	391,395
TOTAL	7.0	\$ 936,643

** Includes permanent positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

The Information Program includes the information and publications sub-programs. This program was moved from the Services Division to the Office of the Director in July 2013.

This program is located in the Department's Headquarters Office in Cheyenne.

Primary Functions of the Information Program:

- **Disseminate information to promote public understanding and support for wildlife, wildlife habitat, and wildlife conservation** through audio, video, print, and other media, as well as personal contact with constituents. These efforts provide wildlife-related information to facilitate the development of informed support for Department programs.
- **Encourage involvement and cooperation of the Department's management programs** through proactive outreach strategies, including three external publications that encourage interest in wildlife and wildlife habitat, and provide information on current Department management practices. These publications, provided consistently throughout the fiscal year, facilitate the development of informed support for Department programs.
- **Serve people** by providing wildlife, hunting, and fishing related information through the news media.

Performance Measure #1: Number of radio news, television news, public service announcements, and print news releases produced (Personnel in this program will work to produce at least 300 news releases and public service announcements per year).

Performance Measure #2: Paid subscriptions of *Wyoming Wildlife* magazine and *Wyoming Wildlife News* (personnel in this program will work to maintain at least 35,000 active subscriptions to these two publications).

Program: Information Technology

Division: Services

Mission: Provide high quality, secure technology solutions, services, and support to the Department and external constituents to allow for sound fiscal and management decisions.

Program Facts: The Information Technology (IT/GIS) Program is made up of one major sub-program, listed below with number of staff and FY 15 budget:

<u>Sub-program</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Information Technology	20.8	\$ 2,941,791

** Includes permanent, contract, and temporary positions authorized in the FY 15 budget as well as eight positions that were transferred to the State Department of Enterprise Technology Services (ETS) as a part of the statewide IT Consolidation Project. These positions are included in this report as they continue to be funded through the Department's Information Technology Budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

One At-Will-Employee-Contract position created to help provide extended-hours technical support for the Department's Electronic License Point-of-Sale (IPOS) Service was eliminated. Payroll for one Geographic Information Systems (GIS) Analyst position was funded in the 601A CWCS 14-15 General Fund budget. One additional contract position was continued with funding from the US Fish and Wildlife Service. Both positions remain as GIS support positions within the GIS section of the IT/GIS Program.

The current program is made up of administration and three sections: application development, operations and support, and GIS.

This program is located in the Department's Headquarters Office in Cheyenne.

Primary Functions of the Information Technology Program:

- **Provide high quality, secure technology solutions for the Department** to support its overall mission and to empower personnel to achieve completion of their workload through the use of technology in a successful, efficient, timely, and cost-effective manner.
- **Provide services and support to ensure data integrity and security.**
- **Provide support to external constituents** by providing and supporting an internet hardware and software framework to facilitate better Department communication with its constituents

and to provide a means for dynamic interaction between the Department and the general public.

- **Facilitate sound fiscal decisions** by evaluating technology to identify the best solution to a given problem, challenge, or situation and leverage information technology network architecture, hardware, and software to identify opportunities for cost savings.
- **Facilitate sound management decisions** by developing and maintaining Department data standards and applications to support department-wide centralization of data; identifying and developing technical options for resolving application or system problems; researching new technology and making recommendations on the adoption of new methods or the acquisition of new technical hardware and software tools to improve agency operations; and monitoring emerging technologies to effectively evaluate opportunities to improve current agency operations by incorporating or migrating to viable new hardware, software, and technology implementations.

Performance Measure #1: Percent system uptime (Personnel in this section will work to ensure the system is up at least 95 percent of the time).

Program: Legislatively Mandated Expenses

Division: Fiscal

Mission: Ensure funding availability and statutory compliance for those programs for which the Department is required to earmark funds to meet Wyoming statutory provisions.

Program Facts: The Legislatively Mandated Expenses Program is listed below with the fiscal year 2015 (FY 15) budget:

<u>Sub-Program</u>	<u>#FTE's</u>	<u>2015 Annual Budget</u>
Damage Claims	0	\$1,200,000
Landowner Coupons	0	800,000
Retiree Assessment	0	59,364
State Agency Law Enforcement System (SALEC)		240,000
Cost Allocation	0	300,000
TOTAL		\$ 2,599,364

This program is administered from the Department's Headquarters Office in Cheyenne.

Primary Function of the Legislatively Mandated Expenses Program:

- **To ensure funding is available and statutory compliance is met by establishing budgets** and processing eligible payments as they are required for each respective program in accordance with Wyoming state statutory and/or regulatory requirements.

Performance Measurement #1: Commission approved budget is sufficient to meet annual payments.

Program: Personnel Management

Division: Office of the Director

Mission: Institute and administer policies, procedures, and programs that facilitate recruitment and retention of effective and productive employees to meet the needs of the Commission, the Department, and the citizens of Wyoming.

Program Facts: The Personnel Management Program is made up of one sub-program, listed below with the number of staff and FY 15 budget:

<u>Sub-program</u>	<u># FTEs</u>	<u>2015 Annual Budget</u>
Personnel Management	3	\$347,856

This program is located in the Department's Headquarters Office in Cheyenne.

Primary Functions of the Personnel Management Program:

- **Facilitate recruitment and retention of effective and productive employees**, by conducting recruitment activities, training, compensation analysis, benefit administration, payroll services, discipline guidance, rule and law advice, and providing general counsel to employees and administrators of the Department.
- **Develop and maintain effective and productive employees** through recommendation and implementation of policies, procedures, programs, and practices developed with employee and managerial input.

Performance Measure #1: Questions and requests are addressed and completed within a two (2) day time frame. Exceptions to this are identified and communicated to employees. (Personnel in this program will work to ensure that at least 90 percent of questions are addressed in this time frame).

Performance Measure #2: Develop, enhance, and implement programs that focus on developing employees to enable them to achieve their career goals. (Personnel in this section will work to ensure that 80 percent of employees feel these programs are applicable to their career goals.)

Program: Property Rights (Lands) Management

Divisions: Services and Wildlife

Mission: To administer and monitor currently owned Wyoming Game and Fish Commission property rights. To acquire property rights to restore and conserve habitat to enhance and sustain wildlife populations now and in the future. To acquire property rights, provide public access and public recreation, such as hunting and fishing access on private and landlocked public land.

Program Facts: The Property Rights Management Program is made up of two major sub-programs, listed below with number of staff and FY 15 budgets:

<u>Sub-programs</u>	<u>#FTEs*</u>	<u>2015 Annual Budget</u>
Property Rights (Lands) Admin. **	4.0	\$ 735,873
PLPW Access Sub-Program	5.0	1,421,531 ***
TOTAL	9.0	\$ 2,157,404

* *Includes permanent, contract, and temporary positions authorized in the FY 15 budget. Any positions added during the budget cycle require Wyoming Game and Fish Commission authorization or must be funded from supplemental grants.*

** *Includes Property Rights Administration and Strategic Habitat Plan.*

*** *Includes personnel, operations, and easement payments.*

The Property Rights Administration Program is located in Services Division and is based out of the Department’s Headquarters in Cheyenne. The Private Lands Public Wildlife Access (PLPW) sub-program is located in the Wildlife Division and is based out of the Casper Regional Office.

Primary Functions of the Property Rights Management Program:

- **Administer Commission property rights** by providing support and technical expertise to Staff and Commission members on all real property rights management issues as well as addressing requests for assistance and information. The program also provides assurance that all real property rights issues follow state and federal laws, rules, guidelines, and policies.
- **Monitor Commission property rights** by annual physical inspections to evaluate possible encroachments and to provide recommendations for Commission action.
- **Acquire property rights to restore and conserve habitat** by assisting in the implementation of the Strategic Habitat Plan to identify wildlife habitats where habitat quality should be preserved through fee title acquisitions, conservation easements, leases, and agreements; by acquiring public access and public recreations rights; and by seeking funding partners.
- **Acquire property rights which provide public access and public recreation** by maintaining and enhancing public hunting and fishing access on private and public lands through Hunter Management and Walk-in Areas.

Performance Measure #1: Percentage of the general public satisfied with the amount of critical habitat acquired in the state and the percentage of the general public satisfied with the amount of public and recreation access acquired in the state (Personnel in this program will work to ensure that at least 45 percent of the public are satisfied with the amount of both habitat and access acquired by the Department).

Performance Measure #2: Hunting and fishing access to private and public land (Personnel in this program will work to maintain public hunting access to at least 1.25 million acres of private land, public fishing access to at least 273 lake acres, and public fishing access to at least 100 stream miles.)

Performance Measure # 3: Percent of big game hunters satisfied with the hunting opportunity provided by the PLPW Walk-In Area and Hunter Management Area Programs. (Personnel in this program will work to ensure that at least 75 percent of big game hunters are satisfied with the hunting opportunities provided by the PLPW Program.)

Program: Regional Information and Education Specialist

Division: Wildlife

Mission: Work cooperatively with Department personnel to increase understanding and appreciation of Wyoming's wildlife resources and the habitats upon which they depend. Provide media outreach and wildlife conservation education programs for students, teachers, and other citizens of Wyoming.

Program Facts: The Regional Information and Education Specialist Program consists of a single sub-program, listed below with staff numbers and FY 15 budget:

<u>Sub-program</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Regional Information and Education	7.0	\$670,929

** Includes permanent positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

This program is located statewide. One Regional Information and Education Specialist (RIES) is assigned to seven of the eight Department regional offices. The Jackson position is assigned to both the Jackson and Pinedale regional offices. The RIES work unit was reorganized in July 2013 and incorporated into the Wildlife Division.

Primary Functions of the RIES Program:

- **Work cooperatively with Department personnel to increase the public's understanding and appreciation of Wyoming's wildlife resources** by providing information and education support to other branches within the Wildlife Division and other divisions within the Department. The RIES Program supports the Department's Information Program by contributing to *Wyoming Wildlife Magazine* and the weekly Department news release packet. The RIES Program assists the Conservation Education Program through the instruction of traditional hunter education courses, internet field days, and the Hunter Education New Instructor Academy. It also assists with educator and youth conservation camps, youth fishing and hunting days, 4-H Shooting Sports state shoot, and Wyoming's Wildlife Worth the Watching interpretive projects.
- **Provide regional and statewide media outreach** by developing and distributing news releases, conducting media tours designed to provide the media and the public with detailed information on important issues facing wildlife, conducting radio programs, conducting radio and television interviews, as well as television and streaming video public service announcements.

- **Provide regional wildlife conservation education programs** through presentations and hands-on workshops to students, civic groups, conservation groups and others.

Performance Measure #1: Number of media interviews, news releases, radio programs, radio interviews, and television public service announcements provided (personnel in this program will work to produce at least 800 interviews, news releases, radio programs and interviews, and television public service announcements each year).

Performance Measure #2: Number of wildlife conservation education programs (Personnel in this program will work to provide at least 100 education programs per year.)

Program: Regional Terrestrial Wildlife Management

Division: Wildlife

Mission Statement: Coordinate management of terrestrial wildlife and enforce laws and regulations to ensure the long-term health and viability of terrestrial wildlife for the people of Wyoming, while providing recreational opportunities and minimizing conflicts.

Program Facts: The Regional Terrestrial Wildlife Management Program is made up of three major sub-programs, listed below with the number of staff and FY 15 budget.

<u>Sub-programs</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Regional Terrestrial Wildlife Administration	13.9	\$ 2,298,515**
Regional Terrestrial Wildlife Biologists	28	\$ 3,749,444
Regional Game Wardens	52	\$ 6,699,950
TOTAL	93.9	\$ 12,747,909

* Includes permanent positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.

** Does not include federal cost share dollars (50 percent) that support eight game warden positions.

The sub-programs that comprise the Regional Terrestrial Wildlife Management Program were previously part of the Terrestrial Wildlife Management Program (Strategic Plan FY 04 - FY 07, November 2003).

The Regional Terrestrial Wildlife Management Program is located statewide.

Primary Functions of the Regional Terrestrial Wildlife Management Program:

- **Coordinate management of terrestrial wildlife** to collect and analyze data; to ensure big game management strategies are designed to achieve population objectives; to review projects with the potential to impact wildlife and their habitats; to coordinate with other state and federal agencies; and to educate, inform, and seek public input on wildlife management

issues. Support, training, and leadership are provided to ensure regional objectives and goals are met.

- **Enforce laws and regulations** to ensure viable wildlife populations and public safety; to inform and educate the public about wildlife laws, regulations, and their necessity; and to address wildlife damage and wildlife/human conflict complaints. Support, training, and leadership are provided to ensure the efficient enforcement of state laws and regulations, and to address wildlife damage and wildlife/human conflict complaints.

Performance Measure #1:

Percentage of big game herds at objective (personnel in this program will work to ensure that at least 30 percent of big game herds are at objective). For FY 15, there were five objective types, post-hunt population, post-hunt trend count, landowner/hunter satisfaction, limited opportunity objective, and alternative objective. Three herds have no objective and are not included in this analysis. The standard for a herd being considered at the population or trend objective was changed in 2012 from $\pm 10\%$ to $\pm 20\%$. The satisfaction objective is met when 60% of landowners and hunters indicate they are satisfied. Limited opportunity and alternative objectives are for those moose (limited opportunity) and bighorn sheep (alternative) where low densities of animals make a population or trend count objective unrealistic. In these herds, management is driven by percent hunter success and percent mature males in the harvest. Biological years run from June 1 to May 31. Biological Year 2014 covers the period June 1, 2014 to May 31, 2015.

Performance Measure #2: Number of law enforcement investigation reports (LEIRs). Personnel in this program will work to enter at least 4,250 reports into the case management system annually.

Performance Measure #3: The percentage of damage claims received/processed each year in accordance with Wyoming statutes and Commission regulations. (Personnel in this program will work to ensure that 100 percent of damage claims are processed accordingly.)

Program: Specialized Statewide Law Enforcement

Division: Wildlife

Mission Statement: To provide support for Boating Safety and Stop Poaching Programs throughout the state. To provide for specialized wildlife law enforcement investigations, issuance of permits, and record keeping to all wildlife regions.

Program Facts: The Specialized Statewide Law Enforcement Program is made up of two major sub-programs, listed below with the number of staff and FY 15 budget:

<u>Sub-programs</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Law Enforcement Administration & Boating Safety	3.0	\$ 424,345**
Law Enforcement Investigative Unit	6.0	\$ 683,383
TOTAL	9.0	\$ 1,107,728

* Includes permanent positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.

** Does not include federal cost share dollars.

The program is located statewide with personnel in Green River, Cody, Sheridan, Laramie, Lander, Casper, and Cheyenne. These positions coordinate all law enforcement programs and law enforcement reporting systems. This includes administration of the Boating Safety and Stop Poaching Programs for the Department.

Primary Functions of the Specialized Statewide Law Enforcement Program:

- **Provide support for boating safety, education, and enforcement** by providing boating safety courses for the public and by providing boating safety enforcement on the state’s waterways.
- **Provide support for the Stop Poaching Program** by increasing public involvement in detecting and reporting wildlife violators and by providing rewards for information relating to crimes against wildlife.
- **Provide for specialized wildlife law enforcement investigations** through the detection, apprehension, and prosecution of wildlife law violators via complex multi-suspect, multi-jurisdictional investigations.
- **Provide for overall law enforcement administration** by handling permits, law enforcement record keeping, and routine law enforcement administration.

Performance Measure #1: Watercraft safety compliance rate as documented by watercraft safety annual reports. (Personnel in this program will work to achieve an 80 percent compliance rate.)

Performance Measure #2: The percentage of Stop Poaching tips, received through the hotline that are investigated. (Personnel in this program will work to investigate 100 percent of tips received through the hotline.)

Performance Measure #3: Percentage of time spent on law enforcement/case investigations by the Wildlife Investigative Unit (WIU). (Personnel in this program will work to spend 70 percent of their time working on investigations).

Program: Statewide Terrestrial Wildlife Management

Division: Wildlife

Mission: Lead specialized, statewide conservation and management of native terrestrial wildlife species, and assist with regional management of resident game species.

Program Facts: The Statewide Terrestrial Wildlife Management Program is made up of six major sub-programs, listed below with the number of staff and FY 15 budget.

<u>Sub-programs</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Statewide Wildlife and Habitat Mgt	5.0	\$920,604
Terrestrial Nongame (CWCS)**	9.9	1,203,122
Migratory Game Bird (Waterfowl)	1.0	142,126
Trophy Game Management	8.0	1,286,116
Wolf Management	2.0	735,264
Sage-grouse Conservation	2.0	932,104
Predator Management	0.0	100,000
TOTAL	27.9	\$5,319,336

* Includes permanent and contract positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.

** Includes funding from the General Fund and State Wildlife Grants (SWG).

This program has statewide responsibilities with personnel based in various locations.

Primary Functions of the Statewide Terrestrial Wildlife Management Program:

- **Assist with recovery and conservation of species that are listed as threatened, endangered, and candidate species under the Endangered Species Act or are identified as Species of Greatest Conservation Need** in Wyoming's 2010 State Wildlife Action Plan (SWAP) by developing and implementing plans and strategies, providing technical and financial assistance, collecting data, coordinating with other agencies and organizations, and conducting research.
- **Participate in statewide terrestrial wildlife management** by providing policy recommendations, field or published data and environmental analyses, data collection, and trophy game conflict resolution; by compiling and administering statewide management data; and by representing the division or agency in multi-disciplinary and multi-organization conservation and management efforts.
- **Contribute to harvest management of game species** by conducting annual harvest surveys, compiling, and analyzing harvest information; making recommendations on harvest strategies; and interstate coordination.
- **Serve internal and external customers** by providing and interpreting data, disseminating information about wildlife and its management, and providing additional related services.

Performance Measure #1: Statewide Wildlife and Habitat Management - Major work plan elements achieved (Personnel in this sub-program will work to complete at least 95 percent of the major work elements which are planned for a single year.)

Performance Measure #2: Migratory Game Bird - Major work plan elements achieved (Personnel in this sub-program will work to complete at least 75 percent of the major work elements which are planned for a single year).

Performance Measure #3: Nongame Bird and Mammal – Major work plan elements achieved (Personnel in this sub-program will work to complete at least 95 percent of the major work elements which are planned for a single year.)

Performance Measure #4: Trophy Game Management and Research – Major work plan elements achieved (Personnel in this sub-program will work to complete at least 95 percent of the major work elements which are planned for a single year.)

Performance Measure #5: Percentage of occupied leks surveyed. (Personnel in this sub-program will work to survey at least 80 percent of the occupied sage-grouse leks.)

Performance Measure #6: Large Carnivore Conflict Management – Conflict response rate (Personnel in this sub-program will respond to 95 percent of trophy game/human conflicts.)

Program: Strategic Management

Division: Office of the Director

Mission Statement: Facilitate the Department’s ability to make informed wildlife conservation decisions and serve its publics through improved planning efforts and management effectiveness.

Program Facts: The Strategic Management Program is made up of one major sub-program, listed below with the number of staff and FY 15 budget:

<u>Sub-program</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Strategic Management**	2.0	\$ 256,876

** Includes permanent and contract positions authorized in the FY 15 budget. Any positions added during the budget cycle require Commission authorization or must be funded from supplemental grants.*

*** The Strategic Management Program and Planning Coordinator have been combined into one program. Budget numbers are also reported in the Department Administration Program Report.*

This program is located in the Department’s Headquarters Office in Cheyenne.

Primary Functions of the Strategic Management Program:

- **Facilitate the Department’s ability to make informed wildlife conservation decisions** through improved future planning efforts, and by working inter-divisionally to identify and plan social science needs to better include public input in management decisions.
- **Facilitate the Department’s ability to make informed wildlife conservation decisions** through improved management effectiveness. By applying social sciences to natural resource-related issues, the Department’s ability to identify and understand a diverse group of stakeholders is enhanced, thus leading to more informed and publicly supported management decisions.

Performance Measure #1: Quarterly meetings held with divisions to determine data needs (Personnel in this program will work to ensure that at least 20 meetings are held each year).

Performance Measure #2: Data gathered and analyzed from surveys is used by the divisions to help strategic management decisions. Feedback received from divisions will be used to determine the effectiveness of the data gathered (Personnel in this program will work to ensure that divisions rate 90 percent of gathered data as effective).

Program: Support Facilities and Personnel

Division: Fiscal and Services Division

Mission: Provide adequate administrative support services and workspace for Cheyenne headquarters and regional office personnel in Department facilities.

Program Facts: The Support Facilities and Personnel Program is listed below with number of staff and 2015 budget:

<u>Sub-programs</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Regional Office Management	21.5	\$ 1,504,154
Headquarters and Regional Office Buildings	2.5	1,274,171
TOTAL	24.0	\$ 2,778,325

** Includes permanent, contract, and temporary positions authorized in the FY 15 budget. Any positions added during the budget cycle require Wyoming Game and Fish Commission authorization or must be funded from supplemental grants.*

This program is located in eight regional office locations statewide plus the Department’s Headquarters Office in Cheyenne.

Primary Functions of the Support Facilities and Personnel Program:

- **Ensure administrative support levels at regional facilities** to provide adequate clerical, logistical, and financial services for field personnel so that their primary functions can be satisfactorily completed.

- **Ensure that office environments are adequate** for Department employees by making certain routine maintenance is performed and adequate office space is provided so employees can accomplish their primary job functions.

Performance Measure #1: Employee satisfaction with level of regional office management support (Personnel in this program will work to achieve a score of at least 4 on a scale of 5 (excellent) to 1 (poor)).

Performance Measure #2: Employee satisfaction with the workspace provided by the facility in which employees are housed (Personnel working with this program will work to ensure that each facility receives a rating from Department employees of at least 4 on a scale of 5 (excellent) to 1 (poor)).

Program: Wildlife Health and Laboratory Services

Divisions: Services and Wildlife

Mission: Use advanced technology and laboratory procedures to enhance and protect the integrity of Wyoming’s fish and wildlife resources.

Program Facts: The Wildlife Health and Laboratory Services Program are made up of two major sub-programs, listed below with the number of staff and FY 15 budget:

<u>Sub-programs</u>	<u># FTEs*</u>	<u>2015 Annual Budget</u>
Laboratory Services	7.0	\$ 1,845,544
Veterinary Services	15.0	\$ 1,902,748
TOTAL	22.0	\$ 3,748,282

** Includes permanent, contract, and temporary positions authorized in the FY 15 budget.*

The Laboratory Services sub-program was previously referred to as the Game and Fish Laboratory sub-program (Strategic Plan FY 04-FY 07, November 2003).

Laboratory Services is located on the University of Wyoming campus. Veterinary Services spans three locations: The wildlife disease laboratory is located at the Wyoming State Veterinary Lab, the research unit is located at the Tom Thorne and Beth Williams Wildlife Research Unit at Sybille, and numerous brucellosis biologists are located in Pinedale and Jackson.

Primary Functions of the Wildlife Health and Laboratory Services Program:

- **Enhance and protect the integrity of Wyoming’s fish and wildlife resources** by monitoring, diagnosing, and reporting on diseases and implementing disease control measures for wildlife and fish species for which the Department has statutory authority to regulate.

- **Enhance and protect the integrity of Wyoming's fish and wildlife resources** through laboratory research, propagation, confinement, and confiscation facilities.
- **Enhance and protect the integrity of Wyoming's fish and wildlife resources** by providing timely and accurate information and essential laboratory and technological support in the areas of tooth aging, fish health, and wildlife forensics.

Performance Measure #1: Laboratory Productivity (Personnel in this program will maintain the capacity to receive and process at least 650 forensic samples, 11,500 fish health samples, and 800 tooth aging samples).

Performance Measure #2: Percent of elk calves ballistically vaccinated with Strain 19 on 18 of 23 elk feedgrounds in western Wyoming (Personnel in this program will work to vaccinate at least 95 percent of elk calves that attend feedgrounds).