

Game and Fish Department

❖ *Mission and philosophy*

“Conserving Wildlife - Serving People”

❖ *Results of outcomes*

Objective: Department Administration

Three legislative bills were passed and signed into law that will increase annual revenues to the department by approximately \$2.5 million. All three take effect Jan. 1, 2001. SF0007 added a \$3 non-refundable application fee for residents applying for limited quota big game and trophy game licenses. HR0016 corrected inequities in the current license pricing. Four licenses will increase in price (nonresident daily game bird/small game from \$10 to \$15, nonresident deer from \$185 to \$210, nonresident daily fishing from \$6 to \$10, resident deer from \$22 to \$25), and one will decrease in price (resident mountain lion from \$30 to \$20). HB0017 increased the price of conservation stamps from \$5 to \$10 and earmarked 25 percent of these revenues for access easements, 37.5 percent into the wildlife trust account and 37.5 percent into the general Game and Fish fund.

The department has continued with the process of identifying priorities and initiatives in conjunction with the Wyoming Game and Fish Commission. This process has been effective in identifying areas that need special consideration and has made G&F more effective in managing situations, both internally and externally.

The Wyoming Supreme Court rendered a favorable decision concerning Wyoming Game and Fish Commission easements along the Wind River. The decision means that obstructions may not be placed in a defined width as to impair access by anglers. This decision will affect many access areas around the state.

Department administrators took an active role in guiding the department's Year 2000 compatibility efforts with the net result being a smooth transition into the new millennium. Department administrators were also very active in other information technology issues by developing Internet priorities as well as laying the groundwork for updating the department's information technology plan.

The department conducted a major public involvement process in concert with the Joint Travel, Recreation, Wildlife and Cultural Resources Interim Committee, surrounding the issue of short-, mid- and long-term funding for the department. This took place during January 2000 and consisted initially of two parts: public meetings and written comments. More than 405 people attended meetings to discuss these proposals. An additional 199 individuals took the opportunity to write letters. The first conclusion drawn from this process was overwhelming support for the pending legislative proposals to provide “license fee adjustments” to address short-term financial needs. This support

General information

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Other locations

Regional Offices in Jackson, Cody, Sheridan, Green River, Laramie, Lander and Casper

Year established

1890

Statutory references

W.S. 23-1-103, W.S. 23-1-104

Number of authorized personnel

322

Organizational structure

Office of the Director, Fiscal Division, Fish Division, Services Division, Wildlife Division

Clients served

The Wyoming Game and Fish Department's clients include Wyoming residents, non-resident hunters and anglers and others interested in fish and wildlife.

Budget information

Aquatic Wildlife Management	\$3,976,238	11.4%
Bird Farms	359,791	1.0
Co-op Unit Research	440,000	1.2
Conservation Engineering	366,865	1.0
Customer Services	117,295	.3
Department Administration	1,930,648	5.5
Education	482,822	1.4
Feedgrounds	1,059,678	3.0
Financial Management	1,942,888	5.6
Fish Culture	3,972,140	11.4
Habitat Access/Maintenance	1,294,569	3.7
Information	1,083,877	3.1
Legislated Expenses	1,454,006	4.2
Mailroom	517,066	1.5
MIS	782,908	2.2
Personnel Management	121,552	.3
Property Rights	1,051,709	3.0
Regional Information and Education	391,731	1.1
Specialized Law Enforcement	650,405	1.9
Strategic Management	222,116	.6
Support Facilities and Personnel	1,487,970	4.3
Terrestrial Wildlife Management	9,884,466	28.3
Wildlife Habitat Protection	210,982	.6
Wildlife Health/Laboratory	1,090,482	3.1
Total	\$34,892,204	100.0%

transcended the Legislature and resulted in passage of all proposals for such adjustments in license fees commencing Jan. 1, 2001. Secondly, there were definite preferences expressed for the various mid-term and long-term funding possibilities identified for the department. Several recommendations emerged from this part of the process, the most important being the need for two follow-up telephone surveys of both resident and nonresident license buyers, as well as of Wyoming households, to determine the current level of support for each of the potential funding sources. These surveys are to be completed in late fall 2000. The results obtained could help shape one or more legislative approaches over the course of the next three to seven years to address department funding.

A compilation of external customer satisfaction surveys for hunting, fishing, habitat and access maintenance, habitat and access purchase, feedgrounds, education and information efforts and boaters yielded satisfaction rates exceeding 76 percent. Individual survey results are reported by individual objective.

An internal customer satisfaction survey indicates that 83.3 percent of respondents were satisfied with the courtesy and professionalism demonstrated by department administration, 75.5 percent were satisfied with the attention and timeliness given to their particular situations, and 64 percent were satisfied with the department's overall direction and coordination.

Areas of concern still include deferred maintenance/replacement of the department's capital facilities, construction of hatchery facilities for disease prevention, funding for the grizzly bear and non-game programs and the department's ability to keep up with inflation.

Objective: Terrestrial Wildlife Management

Thousands of hours were spent collecting and analyzing big game population data, preparing hunting season recommendations, presenting these recommendations at public meetings and preparing regulations and hunting orders.

The survey of hunters done with the annual harvest survey indicated more than 80 percent of respondents were satisfied with their overall hunting experience.

The harvest survey also indicates that 1,312,798 recreation days of hunting were provided in FY00, which represents an increase of 23 percent (253,206 days) from FY99.

The 1996 National Survey of Fishing, Hunting and Wildlife-Associated Recreation indicated there were an estimated 2,875,000 days of non-consumptive wildlife-associated recreation in Wyoming during FY00.

There are still too few employees and too many demands from the various publics. In the future, the Wildlife Division will need to prioritize and eliminate some work from already crowded work plans. At the same time, administrators, politics and the public's changing attitudes and demands are adding significantly to workloads. Costs have increased more rapidly than budgets, but the number of deer and antelope

licenses has increased, stabilizing the department's income. Management of bison and elk in Jackson Hole continues to be a problem due to polarized opinions, conflicts in agency missions, disease and anti-hunting sentiment.

Objective: Aquatic Wildlife Management

Progress was slow on developing an easily understandable means to display Basin Management Plans, without maps, on the Wyoming Game and Fish Department computer network. Work was slowed because of other commitments. Regional fisheries crews succinctly and usefully defined benefits of the experimental Walk-In Access Fishing program for best use in the state to serve the resource and anglers. The regional crews devised a concise series of evaluation questions to ask landowners enrolled in the Walk-In Access program and anglers visiting the sites. Statewide fisheries crews further fine-tuned sonar fish counting techniques and wrapped up field work on the Salt River fisheries evaluation study. Individuals that had not attended an earlier genetics workshop for fisheries biologists and fish culturists taught by Dr. Robb Leary did so during the year. Statewide aquatic habitat and regional fish management crews further developed close working partnerships for more effective management of Wyoming fishes. The cooperative fisheries management, aquatic habitat project to define sauger distribution and habitat in the lower Big Horn River neared its terminus, with a final report pending. The boating access program completed most major developments assigned. All regional fisheries management people invested almost 50 percent their collective time in working with native fishes, including non-trout species.

Percentage of anglers satisfied with the overall fishing experience

Through creel surveys and contacts with almost 10,000 anglers, Fish Division personnel believe the 84 percent satisfaction level for anglers in FY99 remains accurate since the 1999 formal survey of Wyoming anglers was conducted. The survey response rate was 68 percent, excellent for mail surveys. Nearly 31 percent of Wyoming residents fish, more than in any other state. Results of the survey of nonresident anglers also show high level of satisfaction with the Wyoming angling experience. Because of cost (\$35,000 to \$40,000), formal surveys are conducted at five-year intervals. The 1998 survey was conducted by the Wyoming Cooperative Fish and Wildlife Research Unit at the University of Wyoming, and it showed that Wyoming anglers believe that fishing is important to the state and are well pleased with state fisheries work.

Number of angler days per year

A formal fishing pressure survey was not done this fiscal year; thus, there is no good estimate of the number of days people fished during the year. The 1996 National Survey of Fishing, Hunting and Wildlife-Associated Recreation shows that fishing in the Rocky

Mountain Region increased by 16 percent between 1991 and 1995, more than in any other region in the United States. Fish Division personnel believe the number of angling recreation days in FY00 was comparable to the number reported for FY96, about 4.1 million fishing recreation days. This assumption is founded on comparison of angler use estimates from consecutive year programmed creel surveys during the period 1970-1977 and 1992-1993 for the Green River and similar data for other Wyoming waters.

Better termed a "challenge" than a problem area, long range planning (2010) for aquatic wildlife management with reduced budgets calls for innovative planning and on-the-water management recipes. Especially important is determining how best to define, describe and manage for populations of native non-sport fish in Wyoming waters.

Objective: Fish Culture

With the exception of the whirling disease situation at the Dubois Hatchery, all Wyoming state fish hatcheries maintained disease free status while producing the requested numbers, pounds, sizes and species of salmonid fishes as requested by Fisheries Management. In addition to meeting Fisheries Management requirements, fish eggs and excess salmonid production were traded to other state and federal agencies. In return, Wyoming waters were stocked with cool and warm water species through these trades.

Brood stock development of Firehole River rainbow continues to prosper through cooperative efforts with the U.S. Fish and Wildlife Service and the National Park Service in Yellowstone National Park. Evaluation of endemic cutthroat trout brood stock development was also accomplished for Colorado River cutthroat in their native drainage with assistance from Wyoming fisheries management crews and the U.S. Forest Service. These operations are essential in developing and maintaining domestic brood stocks to produce the amount of eggs needed for a viable stocking program of Wyoming's cutthroat trout heritage. Additionally, developing sources of rainbow trout within the boundaries of Wyoming ensure internal maintenance of unique species and protect the fish culture system from external disease influences.

Fish Culture personnel maintained disease-free status at all 11 Wyoming state fish hatcheries and rearing stations with the exception of the *Myxobolus cerebralis* infection of the Dubois Hatchery and movement of infected fish from the hatchery.

The percentage of trout and salmon production requests (+10 percent) were met for this production year.

Myxobolus cerebralis, the causative parasite of salmonid whirling disease, infected the Dubois Hatchery. The Jakeys Fork of the Wind River, part of the hatchery water supply, was identified as the source of the infection. All fish lots at the Dubois Hatchery were destroyed in May 2000. All lots of fish

that had been transferred from Dubois to the Daniel Hatchery and the Wigwam Rearing Station were also destroyed. Fish production at the Dubois Hatchery has been suspended until alternate water sources are developed in FY01.

Kokanee salmon, Colorado River cutthroat and golden trout brood stock development continues to be a challenge to obtain these species from restrictive or limited sources.

Maintenance of capital facilities continues to be a problem. Some 1940 and 1950 vintage facilities are in need of replacement or safety, production and morale will suffer. Much work has been done in recent years, including major projects to protect the Auburn Hatchery, Daniel Hatchery and Boulder Rearing Station from the threat of disease. The increase of whirling disease in Wyoming waters has intensified plans to protect facilities. The present status and future renovation of the Dubois Hatchery will have a direct effect on the objective and will disrupt stocking commitments in the short-term. The required focus on fish health protection continues to defer facility maintenance and repair needs that cannot be ignored. Evaluations and long-range plans regarding facilities are currently being developed to adequately identify the present and future needs of the Objective in meeting its outcome measures.

The continued use of long-term contract employees in place of permanent personnel at two facilities is another concern that needs to be addressed.

Objective: Habitat And Access Maintenance

The Habitat and Access Maintenance Branch completed an estimated 95 percent of the planned maintenance and monitoring of wildlife habitat management areas and public fishing access areas within the limits of existing personnel and manpower. Maintenance and monitoring was completed on all facilities, structures, fences, roads, trail systems and wetland complexes. Maintenance and development needs of these areas far exceed existing work plans. Limiting factors are manpower, budget constraints and unanticipated assigned projects. Crew sizes have been reduced to only two at-will employee contract positions limited to 40-hour workweeks. Low wages, lack of benefits and twelve-month contract positions without benefits contribute to a high turnover rate, which results in a significant production loss for the department.

Habitat and Access Maintenance Branch is limited to eight permanent employees with seven crews of only two contract employees per crew. There is one permanent administrator in Cheyenne, one part-time contract secretary and six crew supervisors in the state to manage and maintain 43 wildlife habitat management areas and 166 public access areas. This includes 413,000 acres of managed lands for wildlife habitat and public recreational opportunity. These lands, in themselves, contain 120 miles of stream easements and approximately 21,194.10 surface acres on lakes and reservoirs for public access.

The physical inventory on the above-mentioned areas includes approximately 373 public parking areas, 1,134 miles of road, 833 miles of fence (8' elk fence and stock fence), 137 restroom facilities, 37 boat ramps, 15 car bridges, 15 foot bridges, 5,638 signs, 283 auto gates and 95 dam/wetland complexes statewide.

Also included in the department maintenance are 4,605 irrigated areas, which include drains, canals, pipelines and spring developments associated with farming, grazing and wetland systems.

Physical inventory includes maintenance of car barriers (post, cable and boulders), pipe gates (for vehicle control), culverts, irrigation structures (concrete and wood checks), fish barriers and in-stream structures for trout; bank stabilization projects and many other Terrestrial and Aquatic Habitat development projects and related maintenance.

In addition to this workload, through the project request system, the branch received an additional 50 to 75 requests for aquatic and terrestrial projects statewide and assistance on 11 hatcheries and rearing stations. This amounts to 8,000 staff-hours of work in addition to assigned responsibilities for all managed lands and access areas.

Outcome measures are compilations of external and internal surveys on the maintenance of department lands and access areas. Based on internal survey results, the Habitat and Access Maintenance Branch had a 93 percent satisfaction rate with the maintenance of department lands and access areas. Based on external survey results, The Habitat and Access Maintenance Branch had a 69 percent satisfaction rate with the maintenance of Wildlife Habitat Management Areas and a 69 percent satisfaction rate with the maintenance of public fishing areas.

Habitat and Access Maintenance Branch is limited to eight permanent personnel with seven crews of only two contract employees per crew. There is one permanent administrator in Cheyenne, one part-time secretary, and six crew supervisors in the state to manage and maintain 43 Wildlife Habitat Management Areas and 166 public access areas comprising 413,000 acres of managed lands. In addition to this workload, through the project request system, the branch receives an additional 8,000 hours of work annually for aquatic and terrestrial habitat projects statewide. These often include requests for assistance on 11 hatcheries and rearing stations.

Another area of concern is the use of contract versus permanent employees. Contract employees do not have the benefits that permanent personnel do, are restricted to the amount of months their contract entails and are limited to only 40 hours per workweek. This decreases quality and interest of employee prospects and results in increased turnover, training requirements and schedule delays.

Present budget constraints of the department have decreased funding for the branch. This in turn decreases road improvements, fence upgrades, public facilities development, etc. Unanticipated projects

assigned to the branch throughout the year delay existing schedules and projects.

Objective: Wildlife Habitat Protection

The environmental review process continued to be streamlined in FY00 through further refinement of electronic approaches to making assignments, sending and receiving documents, receiving input from the field and exchanging information. Several databases have been expanded and a very extensive transportation-related database that identifies problem areas and mitigation opportunities statewide has been developed. Multiple directories are available for department-wide access to these databases. Program efficiency and effectiveness continued to improve with implementation of these measures.

Review and approval of internal National Environmental Policy Act (NEPA) compliance is a program task. The program reviewed and approved NEPA compliance on approximately 11 separate department projects in the past fiscal year.

Other significant accomplishments included facilitation of the countywide Habitat Conservation Plan for Laramie County and obtaining funding from the U.S. Environmental Protection Agency for a fish contaminants study. The program also facilitated the procurement of funding to mitigate the impacts of a gas pipeline on aquatic systems, for electric fence research and for an oil and gas project biologist position in southwestern Wyoming. The program also field-evaluated the nominations for the annual Wyoming Hunting and Fishing Heritage Exposition wildlife stewardship awards in the oil and gas and the mining industries and selected the winning entry. In FY00, the program was extensively involved in Endangered Species Act and coalbed methane issues, as well as facilitation of the statewide review of numerous Bureau of Land Management grazing permit renewals. Through periodic coordination meetings and/or information exchange, Habitat Protection personnel continued to foster working relationships with commodity groups, including the Petroleum Association of Wyoming, the Wyoming Mining Association and the Wyoming Timber Industry Association.

Results from the FY00 Strategic Outcome Internal Client Satisfaction Survey indicated 100 percent satisfaction with the courteousness and professionalism of interactions with program personnel, 97 percent satisfaction with efforts made by program personnel to coordinate on environmental commenting and issues and 92 percent satisfaction with the process the program uses to make assignments, obtain comments and recommendations and provide feedback and assistance. Rather than conduct an external survey, the program met with most public agencies to obtain more specific input on program effectiveness and efficiency.

Objective: Property Rights (Lands) Management

The Property Rights (Lands) Management section continues on a rigorous schedule of monitoring all

commission-owned property rights. Attempts are being made to physically inspect all property right areas and commission owned lands to establish data photo points that will set a new benchmark against possible future encroachments. Photo points were established using digital photography and then downloading the digital information to a database for permanent storage and quick retrieval.

The Property Rights personnel were involved in several projects including the following.

Acquisitions

Thirty acres of river riparian lands were acquired along the Green River west of Pinedale for the development of boating facilities to launch and recover boats.

The Federal Marshall's Office turned over title to the Beartooth Ranch to the State Land Office. The Wyoming Game and Fish Department worked with the State Land Office to secure and protect existing public fishing easements along the Clarks Fork River associated with the property.

The Natrona County Flycasters donated a permanent fishing easement to the Wyoming Game and Fish Commission. The access is just below the dam at Pathfinder Reservoir and opens up the opportunity to rebuild the fishery from past dewatering of the river.

As part of the Wallop/Breaux bill that provides federal funding for the development of boating facilities, the Wyoming Game and Fish Department is securing access to Upper Sunshine Reservoir.

The Wyoming Game and Fish Department secured a 10-year public access agreement from a private landowner to access state land and Walter Jenkins Reservoir.

A Special Use Permit was secured from the U.S. Forest Service to construct brood pond facilities for the Auburn Hatchery.

Surplus property

After building a new Regional Office in Lander, the Wyoming Game and Fish Department offered the old facility for sale.

Six acres of Wick Brothers Wildlife Habitat Management Area were sold to the Wyoming Department of Transportation to facilitate the construction of sewage lagoons associated with the Wagonhound Rest Area.

Several surplus buildings located around the state were declared surplus, appraised and advertised for sale.

The Wyoming Game and Fish Commission sold the vacant lot at Saratoga.

The Wyoming Game and Fish Commission sold 683 acres known as the Cow Creek property. The Wyoming Game and Fish Commission retained an open space conservation easement over the property and sold the land back to the private sector.

The Wyoming Game and Fish Commission released 25 acres of hunting access along Arlington Rim to facilitate the construction of SeaWest Wind

Towers. Funds from the relinquishment will be used to acquire additional hunting access.

The Wyoming Game and Fish Commission also declared the Chain Lakes Wildlife Habitat Management Area as surplus to their needs. The Wyoming Game and Fish Department is in the process of disposing of the property.

Lease renewals

The Wyoming Game and Fish Commission renewed the Snake River access south of Jackson near the South Park Bridge, the Pitcher/Brokaw vehicular access near Arlington, the North Platte River access north of Saratoga near Pick Bridge, private leases for winter feedgrounds and the public access lease on 480 acres adjacent to the Springer Wildlife Habitat Management Area. Public access to MW Reservoir south of Newcastle and several state grazing permits were renewed.

Special use permits granted - these permits grant temporary use of commission owned lands.

Wild horse trapping operations on the Chain Lakes Wildlife Habitat Management Area were permitted.

Seismic operations on the Chain Lakes Wildlife Habitat Management Area were permitted.

The Appaloosa Horse Club was granted temporary use of the Sunlight Basin Wildlife Habitat Management Area.

Rocky Mountain Research was granted access to conduct forest inventories on the Amsden Creek, Inberg/Roy and Sunlight Basin Wildlife Habitat Management Areas.

A private researcher was granted access to the Whiskey Basin Wildlife Habitat Management Area to collect rock samples associated with petroglyphs.

The town of Alpine was granted a permit to hold their Mountain Days Black Powder Shoot on the Grey's River Wildlife Habitat Management Area.

A private landowner was granted a permit to use a road across the Soda Lake Wildlife Habitat Management Area.

The U.S. Geological Survey was granted a permit to drill water quality test wells on the Talovich property along the Big Horn River and on lands occupied by the Clarks Fork Fish Hatchery.

Permanent rights of way granted

IXC Communications, Broadwing Communication Service, Conoco Pioneer Pipeline and Williams Telecommunications were all granted permanent rights of way across the Red Rim Wildlife Habitat Management Area west of Rawlins.

High Plains of Power was granted a right of way across the Seachrist Property west of Casper.

Tri-County Telephone was granted a right of way across the Medicine Lodge Wildlife Habitat Management Area northeast of Hyattville.

A road right of way was granted to the adjoining landowner of the Pennock Mountain Wildlife Habitat Management Area.

Lower Valley Power/Light and Gas was granted a right of way for the construction of a gas main along the Jackson Warden Station.

Encroachments

The Wyoming Game and Fish Commission continues with efforts to protect the state's property rights by enforcing through legal actions unauthorized use of commission owned and controlled property. The department actively pursued encroachment along the Wind River, Salt River and Laramie River easements.

Other agreements included

Agreements with the Bureau of Reclamation for the continued management of the Yellowtail Wildlife Habitat Management Area.

Agreement of Clarification with the private landowner on roads adjacent to the Spence/Moriarity Wildlife Habitat Management Area.

Agreements with Texaco, Inc. and Johnson County to dredge silt from the Mike-Sill Potts Boating Area on Lake DeSmet.

Agreements were executed with the private landowners for a water delivery system associated with the Sheridan Bird Farm.

A lease was signed allowing the Bureau of Reclamation to use the old Lovell Warden Station near Powell.

A lease was also executed with Fremont School District to allow them the use of the old Jeffrey City Warden Station.

Trades

Clarification of commission easement rights and re-alignment of roads and parking areas along the Green River near Big Piney are currently under examination.

Two private landowners adjacent to the Grey's River Wildlife Habitat Management Area have requested that the commission exchange property to align the property boundaries.

The Wyoming Game and Fish Commission funded a trade between the U.S. Forest Service and a private landowner adjacent to the Horse Creek Feedground. Once the trade is finalized, it will provide administrative and public access to a large part of the forest.

A trade is being investigated with the U.S. Forest Service to allow for the Wyoming Game and Fish Commission to construct a new district office in Jackson.

Miscellaneous

Property rights monitoring continues on all areas owned by the Wyoming Game and Fish Commission. Encroachments are being addressed as they are encountered. Computerized data imaging is being utilized as a means to better document baseline information on property rights.

Lands Administration continues to review all tax assessment schedules prior to payment of the department's In-lieu of tax to each county.

Lands Administration also updates the property right records and keeps the database for the PL/PW program.

Customer satisfaction with the Property Rights (Lands) Management section was measured by the FY00 Strategic Outcome Internal Client Satisfaction Survey and the FY00 Strategic Outcome External Client Satisfaction Survey. Of all individuals that responded to the internal survey, 38.1 percent (64) indicated that they had interacted with the Property Rights Management staff in FY00. Of this group, 92.2 percent (55) indicated that they were treated in a professional and courteous manner relative to their situation and 76.5 percent (49) indicated they were either, "Very Satisfied" or "Satisfied" with the service and timeliness provided by the Property Rights Management section.

Of all individuals that responded to the external survey, 20.3 percent indicated that they were either "Satisfied" or "Somewhat Satisfied" and 37.9 percent were neutral with the level and amount of access acquired. Of all individuals that responded to the external survey, 13.1 percent indicated they were either "Satisfied" or "Somewhat Satisfied" and 41.6 percent were neutral with the kind and amount of habitat being acquired.

Problems still exist due to the downsizing of section personnel and the lack of adequate funding for the new acquisitions.

Objective: Wildlife Health And Laboratory Services

Two major research projects were completed during FY00:

- 1) a study of a new capture drug for pronghorn, which was funded by F.E. Warren Air Force Base in Cheyenne, and
- 2) a project to evaluate the safety and efficacy of brucellosis strain of RB51 in elk; this study demonstrated that RB51 was not effective in preventing abortion in elk.

A grant was submitted to the U.S. Department of Agriculture/Animal and Plant Health Inspection Service for brucellosis surveillance and vaccination of feedground elk. A total of \$40,184 was received to complete this work.

Chronic wasting disease surveillance was carried out in southeastern and northeastern Wyoming. Samples were collected by Veterinary Services personnel at hunter check stations and were also submitted by field personnel.

The branch also has an integrated brucellosis management program aimed at reducing the prevalence of brucellosis in elk. Brucellosis vaccine was administered at 18 of 22 state feedgrounds with a total of 2,720 elk vaccinated. Non-feedground elk were surveyed for brucellosis through hunter-harvested samples; a total of 431 elk blood samples were submitted.

Three Brucellosis-Feedground-Habitat projects were completed with approximately 4,500 acres

burned to improve winter habitat to encourage elk to leave the feedground earlier in the spring, thus decreasing the opportunity for disease transmission. In addition, approximately 30 habitat sites were monitored for vegetative response to past habitat improvement projects.

Branch personnel also commit a great deal of time to the Greater Yellowstone Interagency Brucellosis Committee. Personnel are active members of subcommittees and are responsible for the production of many scientific reports and analyses. The Greater Yellowstone Interagency Brucellosis Committee continues to be recognized by many state and federal agencies and private organizations as the best process for resolving the problem of brucellosis in the Greater Yellowstone Area.

A total of 4,179 samples were submitted to the Wyoming Game and Fish Department's Disease Laboratory and/or the Wyoming State Veterinary Laboratory representing 847 diagnostic cases. As part of the branch's charge to monitor disease in wild populations, the following surveys were conducted:

- 4,975 elk hunter kits were mailed with 431 returned; these are being analyzed for brucellosis, and results are pending from the APHIS Brucellosis Laboratory;
- approximately 846 coyote, ferret, fox and mouse samples were analyzed for plague and distemper;
- 545 elk, mule and white-tailed deer samples were analyzed for chronic wasting disease; and
- 70 positive rabies samples were received and analyzed from raccoons, skunks and bats.

Branch personnel at the Sybille Unit assisted the U.S. Fish and Wildlife Service with the propagation and release into the wild of endangered black-footed ferrets and Wyoming toads. Although no ferrets were released into Wyoming this year because of a lingering plague problem, large numbers of ferrets were released into Montana, South Dakota and Arizona. This was a successful year for the reintroduction of the Wyoming Toad. More than 2,082 tadpoles were placed in head-start tanks and released at Mortensen Lake. Field surveys located 27 free-ranging adult toads, 153 juvenile toads and 312 young-of-the-year at Mortensen Lake.

The branch also continued teaching courses on the chemical capture and safe handling of wildlife for department biologists, wardens, and other agency personnel. The course is necessary in order for non-veterinarians to be trained in the safe use of drugs used to capture wildlife. The course was again very well received and will be repeated next year to accommodate those that were unable to attend.

A total of 146 fish disease cases were investigated during FY00. This included analysis of 10,095 tissue and 2,393 ovarian fluid samples, collected from various fish species, for bacterial, viral and parasitic organisms. Thirty-nine special annual/semiannual fish health inspections were completed in a timely manner on 11 state fish culture stations, three state isolation units, 11 private hatcheries and nine free-

ranging (wild) brood stock populations. A total of 50 disease cases involving various fish species were investigated. This included state fish hatcheries (27), natural habitats (19) and the University of Wyoming Red Buttes Environmental Biology Research facility (four cases). Fish in 50 cases were examined for whirling disease for the statewide survey, and low levels of infection were detected in various trout species in reservoirs, streams and rivers in Lincoln and Sublette Counties.

Fifty-one forensic cases were investigated for various law enforcement personnel where 950 tests were conducted on 341 different samples. In 12 cases, defendants pled guilty or were found guilty when lab results were used as evidence, 10 cases are pending legal action, 14 cases are pending further analysis, and, in the remaining 28 cases, no legal action was taken. One case was referred to the Wyoming State Veterinary Laboratory for testing. Additional consultations with other state conservation agencies on evidence analyses and procedure development occurred on numerous occasions.

A display was prepared and exhibited at a booth at the second Wyoming Hunting and Fishing Heritage Exposition in Casper. Assistance was given in instruction of University of Wyoming classes and training students and other professionals in various techniques on eight occasions. Five formal presentations were given to the teacher's conservation camp and department law enforcement personnel on wildlife forensics.

Teeth from 5,355 game animals, predators, and furbearers were processed and aged, and the results were sent to 2,652 requesting biologists and hunters. A total of 606 wire tags were extracted from 756 whole or partial fish heads, and the binary code on the tags was translated into integers. A total of 70 tests were conducted on 70 different biological samples in response to nine requests from various management personnel. Pectoral fins from 494 cutthroat trout were analyzed using DNA-Polymerase Chain Reaction procedures to detect the presence of *Myxobolus cerebralis*, whirling disease. All analyses were conducted and results and recommendations returned to submitting biologists, wardens and hunters in a timely manner.

Customer satisfaction with the Wildlife Health and Laboratory Services was determined from the FY00 Strategic Outcome Internal Client Satisfaction Survey. Respondents to this survey indicated a 96.2 percent satisfaction with the analytical services provided by the laboratory and a 97.6 percent satisfaction with the services provided by the Veterinary Services branch.

The following factors created difficulty in accomplishing the outcome measures for this objective:

- Outbreak of Whirling Disease in the Dubois Hatchery required extensive testing of more than 1,200 fish samples. The impact delayed processing and testing of samples submitted for the other functions and publication of the Laboratory Annual Report.
- The loss of one full-time fish health biologist placed additional work on the full-time fish health inspector.

- Inefficiency is a problem in training short-term contract employees to accomplish the extra workload, only to have them leave for better paying and more secure jobs.
- Budget cuts meant that supplies and equipment are under funded.
- Lack of adequate and aseptic laboratory space to perform DNA analyses requires the use of laboratories belonging to the University of Wyoming, which requires additional funding.
- Additional requests for forensic and fish health DNA analyses have increased workloads so personnel requirements have changed.

Objective: Wyoming Cooperative Research Unit

Cooperative Fish and Wildlife Research Units, now located in 40 states, have been providing graduate education, research and technical services in fish and wildlife management for more than 60 years. The Wyoming Cooperative Fish and Wildlife Research Unit has successfully functioned through an effective cooperative partnership among the Wyoming Game and Fish Department, the U.S. Geological Survey, the University of Wyoming and the Wildlife Management Institute. Under the cooperative agreement, the unit is charged to provide research and technical assistance to the Wyoming Game and Fish Department, as well as to federal agencies, other state agencies and private institutions. Research assistance is provided by graduate student projects and through research conducted by full-time research associates and technicians.

All projects conducted for the Wyoming Game and Fish Department are initiated following collaborative planning with Wyoming Game and Fish Department staff and approval of written project proposals by the Wyoming Game and Fish Commission. The unit also conducts projects for federal agencies such as the U.S. Fish and Wildlife Service, U.S. Forest Service, Bureau of Land Management and National Park Service. All research done for federal agencies is coordinated with the Wyoming Game and Fish Department and information is shared to facilitate management decisions.

Procedures for identifying research needs and priorities are being refined by Wyoming Game and Fish Department and unit personnel. Procedures include identification of research needs through a collaborative process with division staff, preparation of proposals for review by Wyoming Game and Fish Department staff, development of work plans prior to funding, preparation of quarterly reports for all projects in progress and submission of detailed project reports (often in the form of theses or dissertations) at the completion of a project.

Of individuals that responded to the FY00 Strategic Outcome Internal Client Satisfaction Survey, 42.3 percent (71) indicated that they had been customers of the COOP Research Unit during FY00. Based on their interactions with COOP Research Unit staff, 94.4 percent (67) of these respondents indicated that they had been treated courteously and professionally relative to their situation. Of these respon-

dents, 84.5 percent (60) indicated they were either "Very Satisfied" or "Somewhat Satisfied" with the attention and timeliness given to the research being conducted. Also, 81.7 percent (58) of these respondents were either "Very Satisfied" or "Somewhat Satisfied" with the quality and quantity of research being done or completed for the department. During FY00, 68.1 percent (49) of these respondents indicated that they had the opportunity to review the COOP Research Unit's annual report.

Objective: Feedgrounds

The winter of 1999-2000 was very mild, and the feeding season was 20 days shorter than the average of the past 25 years. Approximately 14,900 elk were fed, which is less than in the previous two winters. A total of 6,508 tons of hay was fed. Figures show that more elk were fed (2,086 head more) on less hay (182 tons less) than the long term averages for these items. Wolves became a major factor on the three Gros Ventre feedgrounds. The wolves ultimately caused almost all of the feedground elk and several hundred free ranging elk to congregate at one feedground. This led to unsanitary feeding conditions, caused hay shortages and increased the risk of brucellosis transmission.

There were nine major work schedule elements and 14 minor elements, all of which were completed.

Major work schedule elements included purchasing/hauling hay, supervising feedground operations, monitoring elk distribution, recruiting elk feeders, maintaining feedgrounds, moving horses to and from feedgrounds, monitoring hay hauling, feedground maintenance contracts and big game Job Completion Report.

Minor elements included sub-unit review, elk damage prevention, feeder orientation, hay buying planning, planning/developing work schedule, hay inventories, fish patrol, elk patrol, big game patrol, elk disease monitoring, enforcement, winter range project/antlers, bear bait detail and game tags.

Nearly 15,000 elk were fed. The cost per elk was the lowest in the past five years, and only 51 elk were observed to die on feedgrounds.

A major problem resulted from wolves chasing elk in the Gros Ventre, which congregated both free ranging and feedground elk into one very large herd. In addition to causing hay shortages and unsanitary feeding conditions, the activities of wolves place the feedground operation at odds with various goals of the U.S. Forest Service, U.S. Fish and Wildlife Service and the federal Animal and Plant Health Inspection Service. The department may soon have to choose between dealing with the politics of eliminating the Gros Ventre feedgrounds or battling various special interest groups and individuals in maintaining these feeding sites.

Objective: Specialized Statewide Law Enforcement

Wildlife investigators initiated 125 law enforcement cases during FY00 and completed 50.

Ten temporary enforcement personnel were trained in boating safety and enforcement, comprising a total of 5 crews. These reservoir crews contacted 3,256 watercraft and 9,083 recreational boaters and anglers. Checks were made for watercraft safety equipment and fishing regulation compliance resulting in 251 citations issued for various watercraft violations. Boating Under the Influence arrests decreased during the 2000 boating season. To date, more than 4,500 people have completed the Boating Basics Course.

The Stop Poaching Program took 451 tips, and 25 cases were successfully completed. Several cases are currently under investigation. The Protectors Association paid a total of 14 rewards in the amount of \$6,710.00

Records of the crews indicate approximately 87 percent of boaters are in compliance with boating regulations.

Percentage of department personnel satisfied with investigative services of the law enforcement investigative unit are documented by means of an internal survey. Approximately 75 percent of enforcement personnel within the division are satisfied with this service.

There are not enough funds available to allow investigators to work unlimited overtime throughout the fall hunting seasons. The increasing numbers of personal watercraft users using their crafts while under the influence of alcohol continues to be a major problem on waters throughout the state.

Objective: Strategic Management

During FY00, the planning coordinator was responsible for coordinating and developing the Wyoming Game and Fish Department's contribution of the *Wyoming State Government Annual Report, 1999*. The planning coordinator was also responsible for designing and conducting the FY00 Strategic Outcome Internal Client Satisfaction Survey and the FY00 Strategic Outcome External Client Satisfaction Survey. In addition to surveys related to the strategic plan, the planning coordinator was responsible for developing and coordinating the completion of survey projects associated with the financial expenditures related to fishing in Wyoming, hunter attitudes toward the department's management of antelope and boater opinions and attitudes toward boating related facilities and regulations in Wyoming. The planning coordinator served as an active participant in the Internet License Sales Committee and worked as the principal author of the Internet license sales report. The planning coordinator also worked to compile and finalize the department's Year 2000 Contingency Plan as well as developing a business recovery plan for the Cheyenne Headquarters building. Finally, the planning coordinator participated in the revision of the department's policy manual.

Of those individuals that responded to the department's FY00 Strategic Outcome Internal Client Satisfaction Survey, 26.2 percent indicated they had

been customers of the Strategic Management section during FY00. Of these respondents, 93.2 percent indicated that they had been treated courteously and professionally by Strategic Management personnel, 90.9 percent indicated that they were either "Somewhat Satisfied" or "Very Satisfied" with the attention and timeliness given to their particular situation, and 88.7 percent were either "Somewhat Satisfied" or "Very Satisfied" with the services provided by the Strategic Management section.

Objective: Bird Farms

The department's two bird farms raised and released a total of 29,967 pheasants (16,310 at Downar Bird Farm/13,657 at Sheridan Bird Farm) in FY00. Major elements include raising and releasing pheasants and maintaining facilities and equipment. Minor elements include public relations, habitat and water level maintenance, prescribed burns on Wildlife Habitat Management Areas and check station work.

Data from the mandatory check-in at the Springer Special Pheasant Hunt showed that 2.1 pheasants were killed per hunter. Productions and release records show that 29,967 pheasants were raised and released.

The problems raising pheasants are hail and snow storms that kill both adult birds and chicks, excessive heat that slows growth of young pheasants and too few bird farm personnel to distribute pheasants as often and in as many locations as hunters would like.

Objective: Financial Management

The Fiscal Division, through the efforts of fiscal managers, spent much of the year addressing new issues related to licensing, changes in the state payroll system and statewide vehicle issues, plus Year 2000 testing and making the necessary Year 2000 changes.

The largest numbers of changes were encountered in the licensing area. Legislation enacted in 1999, which became effective January 1, 2000, required programming and procedural changes in both license draw and license accounting. The ability to purchase preference points and the modification in the way that moose and sheep licenses are drawn has required that modifications be made to existing license draw processing. The random draw process for moose and sheep now has to accommodate splitting the quotas by area and type for both a complete random draw (25 percent of the quota) and a draw based on preference points. Additionally, a new access donation, which could be of any denomination, required modifications on the receipt portion of limited quota application processing in addition to changes in the license accounting system.

For the first time, department license draw results and demand index information was made available to customers through the Internet, and the Web site proved to be very popular with hunters. This capability allowed customers to obtain information without either having to wait for results through the mail or to contact a 1-900 phone number.

The license section was also involved as part of an Internet license task force reviewing the potential for selling department licenses on the Internet, one of the recommendations made by Arthur Andersen in a study conducted in FY99. The task force recommendations were presented to the Wyoming Game and Fish Commission in the spring of 2000 and since that time, the Fiscal Division has been working with the state's information technology branch to modify the existing license draw and license accounting systems to allow for a point-of-sale license system within the next 24 months. This point-of-sale system will also facilitate transactions involving both license sales and applications on the Internet at some time in the future.

In FY00, the department conducted all its limited quota draws either on or before the published tentative draw dates. All licenses and refunds for the largest series of draw (resident deer, antelope, elk and nonresident deer and antelope) were in the mail at least one week prior to the beginning of the leftover application period, July 10. During FY00, more than 215,000 limited quota applications were received and processed by the division for more than 50 different types of licenses and permits. This represents an increase of 7.5 percent in volume from the previous fiscal year.

The number of license selling agents administered by the division stayed at a relatively constant level in FY00 at 391, while 36 applications were received for new agents and 27, or approximately 75 percent of those received, were approved by the Wyoming Game and Fish Commission. Due to several agents not seeking renewal or closing businesses, the total number of agents changed by only one.

In FY00, the department continued to process search and rescue donations and distribute those donations to the Wyoming Emergency Management Agency for their search and rescue programs. The License Accounting section also began accounting for a new predator stamp, the proceeds of which, while accounted for by the department, are to be distributed to the Animal Damage Management Board after department administrative costs. Additionally, in April 2000, the License Accounting Section conducted a two-day seminar in Casper for license agents. During this seminar, topics included the proposed point-of-sale system, various Internet issues and training on license issuance and reporting.

In the General Accounting section, work continued with the statewide vehicle team. The pilot auction program for vehicles was continued. In year two, the department joined with state motor pool and the Wyoming Department of Transportation for a combined auction. The results from this combined auction continued to be disappointing with the net proceeds from the majority of vehicles auctioned equal to or less than vehicles traded. The department produced a final report with recommendations to the Wyoming Game and Fish Commission summarizing the pilot program. The General Accounting section also began a pilot program for use of a new statewide

gasoline card. The new Wright Express card will be simpler for employees to use than the various existing company cards while providing detailed statistical information on gasoline use. The pilot project ended on June 30, 2000, and the card was distributed for all vehicles during July 2000.

Modifications to the timecard reporting system, used in conjunction with the department's federally funded programs, were made to insure Year 2000 compliance.

In the Disbursements section, additional modifications were made to insure compatibility between the new state payroll system and in-house systems utilizing payroll information.

In FY00, 43,000 expenditure transactions were reviewed by Disbursements personnel and processed directly through the State Auditor's Office. There was little change in this number from last fiscal year. However, there was a one-day reduction in the number of days between receipt of a transaction in the Fiscal Division and transmittal to the State Auditor's Office for processing, as the average dropped from three days to two days. This reduction in processing time was potentially a result of no turnover of personnel in this section last fiscal year.

The majority of department receipts are from limited quota license applications processed between January and June. More than \$31 million was received from more than 215,000 limited quota license applications during this period. Due to a significant increase in the percentage of applications received during the last week of each application period, the amount of time required to have funds deposited with the Wyoming State Treasurer increased in FY00 from an average of approximately five days in FY99 to 10 days in FY00. During January and May, the department was able to have funds deposited by the State Treasurer within five to six days of mail receipt, but in February and March the time delay increased to 10 to 14 days. Funds are deposited prior to completed processing of applications. Additionally, keypunch and other errors resulted in approximately 100 requests being reviewed by the License Review board between October 1999 and July 31, 2000. These requests constituted less than 0.1 percent of the 110,000 limited quota licenses issued through the license draw system.

For FY 00, the department has continued to measure those two outcomes that provide meaningful data related to fiscal operations (accuracy and timeliness of operations), where data was available (i.e. where information could be collected without significant expenditure or additional costs) and where data could be compared over time.

A greater percentage of license applicants continue to remit their applications closer and closer to the application deadline dates each year, making it difficult both to deposit funds immediately and to contact applicants if errors prevent applications from being processed. While systems are being modified to allow for the potential of both in-house point-of-sale and

potential Internet applications and license sales, which would allow for online entry and editing at the applicant or sales point, several factors have to be considered. The costs of a point-of-sale outside of the department, i.e. at license agents, needs to be addressed as equipment purchase and maintenance statewide at existing agents could be cost prohibitive. While Internet licensing and application processing offers a more cost effective solution, there are law enforcement, security and credit card fee issues that have to be addressed. Finally, while the department has been providing significant license information on the Web over the last two years, the focus has been on information and not transaction processing, i.e. e-commerce, which is the direction in which the department is now heading.

Another area that the department must begin addressing involves several of the outdated internal financial systems that need to be converted to more user friendly and versatile software. These systems, which have been in place from five to 10 years, no longer meet department needs. Both personnel and financial resources will be needed to begin "rewriting these systems." Although in recent years, the division has shifted personnel from the more traditional fiscal areas (accounts payable, purchasing) to licensing, both to meet increasing numbers of license agents and meet increasing emphasis on customer service, this trend may need to be reversed due to system modification needs, additional responsibilities required of agencies with the new online payroll system and a forthcoming statewide purchasing credit card

Objective: Personnel Management

Personnel Services personnel were involved in a variety of projects during FY00. The new Human Resource manager served on the Market Pay Advisory Group that developed a process for comparing employee salaries with either a local or regional market. Once developed, the process was applied to all Wyoming Game and Fish Department employees, and monies were distributed based on the governor's directive. There were numerous vacancies and actions accomplished during the fiscal year. The Personnel Section was involved in several interviews and selections of candidates. The Leadership Development Program continued to move forward. The Human Resource manager worked with an independent contractor to develop a draft-training program that was presented to Leadership Development team. The Personnel Section started a review of the department's compensation plan to incorporate the market pay process and update the zone information. The office also reviewed the at-will employee contract pay process and changed how the department reimburses contract employees who work more than six months. Due to a change in Human Resource managers, there were several months where learning the department and its employees was paramount. The Personnel Section conducted two new employee orientation programs and started the process to update

the training. In the process of becoming more knowledgeable about the department, the Human Resource manager attended supervisor meetings, personnel council meetings and regional team meetings. The Personnel Section continues to manage the databases for drug testing, retirees and the employment inquiry and response system. The Personnel Section also updates the department directory on an annual basis.

Efficiencies come from an increased knowledge of the new personnel/payroll system in managing the information of employees.

The 2000 Strategic Outcome Internal Client Satisfaction Survey indicated Personnel Service received a rating of 90.6 percent satisfaction with the services provided by the section; 93.6 percent of those returning the survey indicated they had been treated courteously and professionally, and 92.1 percent of the employees responding indicated they were either "Very Satisfied" or "Somewhat Satisfied" with the attention and timeliness given to their particular circumstance.

The struggle to remain in compliance with all state and federal laws and regulations continues to be a concern. A lack of adequate staff tends to result, sometimes, in minimal attention to the critical areas of recruitment, training, innovative program development and interaction with the customers of the section, namely employees.

The continuing trend toward the decentralization of human resource functions by the Wyoming Department of Information and Administration, Human Resource Division, promises to only exacerbate the issue of inadequate time and resources to properly administer the human resource function for this department.

Continuing problems include the reliance on an extensive number of at-will contract employees and the ensuing difficulties relating to unreasonable expectations as to continued employment, cumbersome paperwork, confusion by employees and supervisors alike as to available work hours.

Objective: Management Information Systems (MIS)

Fiscal year 2000 was a pivotal year for the department with respect to information technology. The department was not only faced with the "Y2K" (Year 2000) issue, but also with major upgrades to its hardware and software infrastructure.

In the MIS section, personnel completed three major projects, all somewhat, if not directly, related to the Year 2000 issue. First, personnel had to upgrade the local area network hardware and software in the regional offices. Personnel not only installed newer, faster servers, but also significantly increased the hard disk storage space in anticipation of increased file sizes and usage. Personnel upgraded the operating systems on all the local area networks to Netware 5.0, which was guaranteed by Novell to be compliant with the year 2000 changeover. The Wyoming Game and Fish Department was the first State of Wyoming

agency to fully convert to Netware 5.0 and proved to be a resource for other agencies.

The second major MIS project was upgrading the office suite on all the department's personal computers from Microsoft Office 4.3 to Microsoft Office 2000. Again, the department was the first agency to convert to this new suite, which was the recommended software from Microsoft to insure year 2000 compliance. The third major project was the Year 2000 project itself, which was a multi-divisional project. The MIS/GIS sections both played a major role in checking the department's hardware and software for year 2000 compatibility and ordering and installing any required upgrades.

The ability of department personnel to access wildlife-oriented Geographic Information Systems (GIS) maps on demand, view and customize these maps and then print them locally was made possible with a new Wildlife Information and Land Display System implemented in FY00 by GIS personnel. WILDscape, as it is known, is available on the department's Intranet server. Users access WILDscape from their own computers using a Web browser. Users can select the data they wish to view and print, including big game seasonal ranges and land ownership. WILDscape supports a variety of applications, such as commenting on environmental assessments and impact statements and identification of private landowners with property classified as crucial habitat for big game. Future upgrades and improvements to both the software and the data will greatly increase the value of WILDscape. Ongoing support was also given to department personnel for ArcView Geographic Information Systems procedures and applications, and for Global Positioning System applications.

As part of the FY00 Strategic Outcome Internal Client Satisfaction Survey, the MIS/GIS section had five questions:

- 1) Were you a customer of the MIS/GIS section in FY00?
- 2) Based on your interaction with the MIS/GIS staff, how courteously and professionally were you treated relative to your situation?
- 3) How satisfied were you with the attention and timeliness given to your questions or problems?
- 4) Do you agree or disagree that you have the correct or necessary MIS or GIS equipment to do your job?
- 5) How satisfied were you with overall MIS/GIS Section service?

Below, the results are summarized and compared with previous year's surveys.

Total people responding to the MIS/GIS portion of the survey

- 1998 - 170
- 1999 - 151
- 2000 - 142

Treated courteously and professionally

- 1998 - 83.5 percent
- 1999 - 79.4 percent
- 2000 - 72.5 percent

Very or somewhat satisfied with attention and timeliness

- 1998 - 69.6 percent
- 1999 - 66.2 percent
- 2000 - 59.1 percent

Somewhat agree or agree they have the equipment needed

- 1998 - 84.1 percent
- 1999 - 88.7 percent
- 2000 - 73.9 percent

Very or somewhat satisfied with MIS/GIS services

- 1998 - 71.2 percent
- 1999 - 54.3 percent
- 2000 - 54.9 percent

The number of responses to the MIS/GIS section of the survey has been steadily falling over the years, and so has its rating. If this section were a TV network soap opera, it would have been cancelled by now.

The survey shows 72.5 percent of the respondents to the second question indicated that they had been treated courteously and professionally relative to their situation, down from 79.4 percent for last year. On the third question, 59.1 percent of respondents indicated that they were either "Very Satisfied" or "Somewhat Satisfied" with the attention and timeliness given to their questions or problems, down from 66.2 percent from last year. The drop in overall satisfaction perhaps can be attributed to the significant changes that were made to the information technology infrastructure during FY00.

With respect to the fourth question, 73.9 percent of the respondents feel that they have the right or necessary MIS or GIS equipment to do their jobs, significantly down from 88.7 percent last year. This should be of particular concern to the various department program managers, since it seems that more people are asking for newer or better tools to do their job.

In response to question five, 54.9 percent are either "Very Satisfied" or "Somewhat Satisfied" with the overall MIS/GIS Section service, slightly up from 54.3 percent last year, but still significantly lower than the 71.2 percent from the 1998 survey. Judging from the comments, it seems that employees thought the section responded slowly because of lack of personnel.

The main problem in the MIS/GIS branch is one of staffing. In the MIS section, supervisors were unable to find anyone qualified for the open IT02 level position and were forced to reclassify it to an IT04 level in order to fill it. This means that the new employee will have to undergo a significant training period before becoming very productive, further delaying projects. In the GIS section, the department has only one person to support all GIS activity in the headquarters office and assist personnel in the regional offices. Now that the Year 2000 issue is over and the MIS personnel have finished the major infrastructure upgrades, MIS personnel have begun putting more emphasis on new application development and conversion of existing systems to the newer technologies.

Objective: Support Facilities and Personnel

The department maintains seven regional offices, a satellite office in Pinedale and the Cheyenne headquarters building, with two regional office managers assigned to each facility for logistical support. The majority of department employees are located either in regional offices or the headquarters facility, excepting hatchery biologists, game wardens and some terrestrial biologists. By FY00, the department was approximately 75 percent complete with its upgrade of regional office facilities begun in 1991. No new remodeling work was begun in FY00. However, upgrades to a portion of the heating and cooling system in the Cheyenne headquarters building required an expenditure of more than \$70,000, plus it was determined that there would need to be significant improvements in wiring within the Cheyenne building in FY01 to allow for current telecommunication configurations. Addressing deficiencies in the two remaining regional offices, Jackson and Pinedale remain the department's primary objective for FY01 and FY02. Updated costs for the Pinedale facility are now at approximately \$1 million, and the department would like to proceed with either a remodel or replacement of this office, if more cost effective, within the next year. Work in Jackson is dependent on Wyoming Department of Environmental Quality site issues plus the involvement of federal agencies and the Town of Jackson in a campus type complex. This facility will potentially be the most expensive department facility to construct, excepting the Cheyenne headquarters office, which remains a capital facility issue for the long-term. The department's goal is to provide improved service areas for external customers, adequate working space for permanent employees and a conference room for regional meetings in each facility.

The FY00 Strategic Outcome Internal Client Satisfaction Survey indicated that approximately 86 percent of respondents were satisfied with the clerical, logistical and budgeting support provided by regional office managers, compared with 90 percent in FY99. Sixty percent of respondents indicated satisfaction with the physical resources in which they worked, compared with 67 percent in FY99. The highest levels of dissatisfaction with facility adequacy were found in the Jackson, Pinedale and Cheyenne offices, where upgrades have not occurred. No Americans with Disability Act complaints as to facility access were noted in FY00.

The department still has two regional facilities and the Cheyenne headquarters building that have not been upgraded. The Pinedale and Jackson facilities will require either replacement or extensive remodeling in the near future. Substantial electrical and HVAC issues have been identified in the Cheyenne headquarters building; there has been some work done within the last fiscal year, but the work still does not address all electrical/HVAC problems within the building. Additionally, problems with computer operations in the Cheyenne building's basement may

mean that the computer center needs to be relocated within the building; however, there is no space available, and the department will be trying to determine solutions to this problem in FY01 and FY02. There are no plans for replacement of the Cheyenne office within the next five years due to budgetary constraints.

Objective: Legislatively Mandated Expenses

The department administers several programs in which payments are required to be made to individuals or other state agencies, in accordance with Wyoming statute or specific appropriation. Included among these programs are landowner coupons and damage claims and specific appropriations from department funds for the Statewide Law Enforcement Communication System, Peace Officer and Early Retirement and Cost Allocation. The department must insure these programs meet their statutory requirements, while minimizing the amount of department cost associated with administering these programs.

The department was able to process all payments and/or transfer funds to other state agencies as required, with no increased budget for administrative costs associated with these programs.

In the 1999 Legislative session, a bill was passed providing that the department will offer landowners redeeming landowner coupons the option to designate those coupons to the newly created Animal Damage Management Board. This legislative change necessitated that the department redesign the landowner coupon affidavit and modify the landowner coupon system to provide for issuance of coupon dollars to either the landowner or Animal Damage Management Board, while still accounting for landowner coupon taxability issues. Changes in entry screens and processing, plus the payment interface with the State Auditor's office, were completed in November 1999. Other areas, including damage claims and early retirement, remained relatively stable in FY00. Increases in SALEC costs associated with the Statewide Law Enforcement Communication System were offset by cost allocation declining slightly.

Objective: Mailroom

A crew of three people processed more than 110,000 licenses in eight working days using the department's inserting machine. Prior to using this machine, a crew of 10 to 15 individuals would take 12 working days for the same process. Mailroom personnel are responsible for handling some 1.2 million pieces of incoming and outgoing mail each year. This includes thousands of United Parcel Service packages as well as priority and express mail.

The results of the 2000 Strategic Outcome Internal Client Satisfaction Survey indicated 52.4 percent of department personnel interacted with mailroom personnel during the past year. Of those, 96.5 percent were either "Very satisfied" or "Somewhat satisfied" with their incoming and outgoing mailroom service.

Budget cutbacks combined with postal rate increases by United Parcel Service and the U.S. Postal

Service could lead to budgetary difficulties in the coming year. Postage expenditures are fairly constant; however, an increase in license quotas also results in increase in mailing and expenditures.

Objective: Conservation Engineering

The major projects completed by Conservation Engineering during FY00 were as follows.

The Headquarters Building received a new chiller and coil for the south multizone unit, an automated alarm system was installed on the HVAC equipment, and the telephone equipment room and storage room entry was remodeled for security.

The roof on the Casper Regional Office was replaced and the parking area of the Cody office was chip-sealed. A new garage was built for the Saratoga Warden Station.

Much work was completed at the various hatcheries and rearing stations. Two domestic water wells were drilled and developed. Two domestic water line systems were replaced. A raceway drain line was replaced and a four bay garage was reroofed. The water distribution box was replaced at Clark's Fork. Due to the threat of Whirling Disease, two concrete brood ponds and a large isolation building were constructed at Daniel and the upper springs redevelopment at Boulder.

Construction projects that were completed on the Wildlife Habitat Management Areas were Pond #5 rehabilitation on Yellowtail, Dick Creek water diversion for Sunshine and replacement of the water diversion structure for Table Mountain.

It was a busy year for boating access projects. New complete boating access developments were completed at Lake DeSmet-Monument Point near Sheridan and Buffalo and Louis Lake in the Wind River Mountains. Boating access improvements were made at Worthen Meadows Reservoir and Pathfinder Reservoir at Bishop Point. Additional snow fence was installed at Diamond Lake. Docks were replaced at Grayrocks' west ramp, Lake Hattie, and Wheatland #1. The dock at Diamond Lake was replaced with the old dock from Lake Hattie. A new dock was installed at the Grayrocks east ramp. A total of 25 project requests were completed.

The Drafting Section continued to have a very large volume of work. Private Land/Public Wildlife walk-in access program kept growing with a 40-page Walk-In Areas booklet, a 40-page Fishing Walk-In Area booklet, and seven Hunter Management Area brochures, with posters, billboards, outdoor signs, and color logos. The Drafting Section also designed posters and t-shirts for the Project WILD Conference and the Watchable Wildlife Conference. The posters and signs were made, put up and removed at the Wyoming Hunting and Fishing Heritage Expo '99. Numerous displays, statewide signage, mapping, PowerPoint presentations, herd unit maps, hunt area maps, commission maps and construction drawings were completed as a matter of standard routine. Thirty job requests were completed, and 9,580 signs were completed statewide.

Kathy Dillmon, drafting supervisor, was honored with a special plaque at the 1999 Wyoming Hunting and Fishing Heritage Exposition for her work in the Private Lands/Public Wildlife program.

The Survey Section completed 13 project requests over the fiscal year. Property boundary surveys were made for Mountain Meadows on the Spence/Moriarity wildlife habitat management area, Bear Creek on Inberg/Roy wildlife habitat management area, Teton wildlife habitat management area, Daniel Fish Hatchery and the Gros Ventre Patrol Cabin.

Surveys were made for engineering projects at Dick Creek (Sunshine wildlife habitat management area), Sunlight wildlife habitat management area water diversion, access roads for the county on the Yellowtail wildlife habitat management area and Pond #5 topo on Yellowtail.

A trust fund project for a pond site was surveyed and a topographic contour map was completed.

Water rights were filed for two new domestic water wells.

Surveys were completed for fishing access on the North Platte River, known as the Cardwell Fly Fishing Access, and for several areas on the Clark's Fork River including access roads on the Bear Tooth Ranch.

Representatives were sent to the Wyoming Engineering Society Convention in Cheyenne, States Organization for Boating Access in Little Rock, Ark.; the Association for Conservation Engineers in Orange Beach, Ala.; the Big Sky Survey Conference in Big Sky, Mont.; and the Western Boating Conference in Post Falls, Idaho. Attendance was for continuing education credits and interagency communications.

Responses to the FY00 Strategic Outcome Internal Client Satisfaction Survey indicated that 88 percent of respondents who had used the Conservation Engineering services were satisfied with the manner in which they were treated. Those satisfied with the timeliness of Conservation Engineering's service were 73.3 percent, and 81.3 percent were satisfied with the quality of service.

Demand for the engineering services exceeds the available resources of the downsized Engineering Branch. personnel are not given sufficient time to properly handle each project. There is a continual struggle between quantity and quality, which may result in long-term excessive repair and maintenance costs. Another engineer and draftsman are needed.

Objective: Regional Information and Education

Regional Information and Education (I&E) personnel assisted in media outreach, planning and public information efforts on a weekly basis. Media releases included an average of four print releases per week for a total of 187, 175 radio spots, 76 radio programs, 54 television public service announcements and 28 *Wildlife News* articles. Regular weekly radio shows are hosted in Cheyenne, Casper, Douglas, Cody, Worland, Kemmerer and Evanston. Regional personnel either conducted or assisted in 397 programs and workshops.

The FY00 Strategic Outcome Internal Client Satisfaction Survey indicated that 76.2 percent of the responding department employees had interacted with a Regional I&E position over the past year. Of these respondents, 74.2 percent indicated they were either "Very Satisfied" or "Somewhat Satisfied" with the Regional I&E person's ability to disseminate information externally. In response to questions regarding dissemination of information to regional personnel and interacting as part of the regional team, the Regional I&E positions received a 72.5 percent "Very Satisfied" or "Somewhat Satisfied" rating. Further, the FY00 survey reflected a 73.3 percent "Very Satisfied" or "Somewhat Satisfied" rating on the effectiveness of education efforts provided by the Regional I&E representative within the region.

The major problems continue to be identified in the area of dividing a limited amount of available work hours between competing demands. This problem is illustrated by the mixed comments from the survey regarding efforts within versus outside the regions, efforts toward information versus education, efforts to assist other regional personnel with their projects versus efforts on I&E projects and efforts in regional office cities versus efforts outside the regional office cities.

Objective: Education

Education Branch Cheyenne-based and regional personnel conducted 437 wildlife management programs for 11,870 youth and adults.

Volunteer coordination for the department is also a part of the Education objective. Four hundred and fifty volunteer hunter education instructors held 221 hunter education classes, certifying 5,372 students. Volunteer hunter education instructor hours are about 6,570. The department's conservation education volunteer program had 211 volunteers, who provided approximately 5,200 service hours to the department. WILD facilitators conducted 16 workshops for 327 teachers. Two WET/WILD/PLT workshops were also given to 41 additional teachers.

The Outdoor Recreation Education program was taught to 30 new instructors. One hundred instructors now teach OREO in 45 schools. In addition, major accomplishments were made in efforts to help Wyoming residents learn how to prevent conflicts with bears with seven Living in Bear Country workshops presented to 225 participants. A total of 32 Wyoming's Wildlife — Worth the Watching interpretive education projects were completed.

The second Expo drew 13,400 participants with 5,000 youth from 46 schools also in attendance. Volunteers contributed about 5,800 hours to the event.

Approximately 28,000 Wyoming residents benefited directly from education programs, camps, the Expo, fairs and workshops. Approximately 456 volunteer instructors assisted in the hunter education program and more than 200 volunteers assisted in wildlife and fish management efforts. Total volunteer hours are near 18,000. More than 95 percent of par-

ticipants in workshops, programs and camps rated program quality and content as acceptable to excellent. Availability and accessibility of services was not a hindrance to customer satisfaction. Educational and communication opportunities appear to be adequate for customer demand.

When education personnel assistance is required for media, information, issue resolution and public involvement efforts in high demand periods, staff cannot meet the demand for education programs. Quality, availability and accessibility of these programs may also suffer.

Objective: Information

Information personnel are responsible for the production of news releases, radio programs and video productions. The 1-800 radio actuality line, which was added a year ago, has provided an additional dimension to the department's news dissemination capabilities. With this line, radio stations can call in and receive a broadcast quality news message on a game and fish subject. This message is updated weekly. In addition to production of weekly news programs for radio, newspapers and television, Information personnel also produce radio and video public service announcements and feature-length video productions.

The results of the Wyoming Media Survey (newspapers, radio and TV) indicated 100 percent of respondents were either "Very satisfied" or "Somewhat Satisfied" with the prepared information the Information personnel provided. All indicated the material reached them in a timely manner for use in their publications and broadcasts.

This section continues to deal with the problem of not being able to be all things to all people. The closure of several Wyoming television stations has lessened the available coverage for the department's weekly television news program. Information personnel are still working around the problems brought on by dated and heavily used audio and video equipment.

Objective: Customer Service and Marketing

Personnel spent substantial time working with the 1999 Wyoming Hunting and Fishing Heritage Exposition. Information was disseminated and products were marketed to the public. A new catalog of department merchandise was developed and sent to every individual that purchased a big game license or licenses through the department's limited-quota drawings. New products were added to the Alternative Enterprises "Worth the Watching" line. Alternative Enterprises continues to show a profit.

The FY00 Strategic Outcome External Client Satisfaction Survey indicated that 85.8 percent of the people that used the Telephone Information Center during FY00 felt that their information needs were handled in a very good to excellent manner. Another 9.2 percent judged this service adequate for a 94.9 percent approval rating.

Internet access to drawing odds and drawing success for big game hunts will impact Alternative

Enterprises income and the income derived from the 1-900 number, which hunters may access to determine drawing success. Supervisors within this objective continue to deal with the problem of turnover for contract employees.

❖ *Strategic plan changes*

Department Administration Objective

No major changes are planned, but should the Conservation and Reinvestment Act pass Congress and be assigned into law by the President, it will require much effort to incorporate this legislation into the department's planning efforts for future years.

Fish Culture Objective

No major changes in the strategic plan of the Fish Culture Objective are planned for the next year. The construction projects at the Auburn Hatchery and the Boulder Rearing Station will protect these facilities from the threat of disease introduction. The Dubois Hatchery will require extensive construction to close its water system and update rearing units during the next year. Continued plans to protect other compromised facilities are being initiated to insure a disease free and safe fish culture system. A professional evaluation of department housing will be accomplished next year to appraise the safety and structural integrity of the forty residences. A thirty-year plan will be completed to attend to immediate safety concerns as well as recommendations for remodel and replacement of existing residences to meet required standards.

Wildlife Habitat Protection Objective

The vast majority of habitat protection work is, by necessity, reactive to proposed actions by other agencies and local government entities, industry, and private individuals. Providing information on land use actions for the purpose of mitigating and minimizing impacts to fish and wildlife should obviously remain a core part of the habitat protection function. But also, because this is a statewide program, habitat protection personnel have a comprehensive perspective on current and upcoming natural resource issues, and are well positioned to recognize when, where, and how to proactively deal with those issues.

Efficiencies and benefits in management and protection programs can often be achieved by proactive and aggressive involvement in upcoming and new issues. For example, there are opportunities with issues such as coalbed methane development (water for wildlife), transportation systems (correcting problems created in the past), forest planning (providing updated species habitat needs, and guiding assessments that will affect forest planning) and Endangered Species Act (proactive measures to keep states as managers of wildlife) that could be considered for more proactive action. Without a more proactive effort, department input often serves only to document concerns rather than offering meaningful alternatives. Though no specific strategic plan changes are pro-

posed for FY01, whenever the need is apparent and impacts are significant, the department, through the Habitat Protection Program, should consider a more aggressive, proactive role in developing/facilitating strategies to deal with important issues.

Personnel Management Objective

With the increasing emphasis on training related to the leadership development program and the education of all employees on the financial condition of the department, the Personnel Management Outcome measures may need to be modified to reflect this change in activity.

Management Information Systems Objective

Last year the MIS supervisors proposed that the objective title be changed from Management Information Systems to Information Technology Systems, thus better reflecting the pervasiveness of technology throughout the department. This did not get accomplished in the current copy of the Strategic Plan, but should be done in the next version.

Support Facilities and Personnel

Construction in Pinedale and potentially Jackson could require a significant budgetary expansion within this strategy in the next fiscal year.

Education Objective

A new education master plan was prepared and submitted for commission approval in FY97. New outcome measures were integrated into the FY98 strategic plan. Outcome measures related to number of visitors, number of volunteers and number of programs were eliminated as these measures reflect factors not within our control. Total number of participants in all presentations and programs is a more accurate measure. Quality, availability, and accessibility of all department programs and their effect on department customers' opportunities need to be incorporated further into program effectiveness evaluations. A master plan update will be completed in FY01 after which modifications may be required in the strategic plan.

Beginning in FY01 a survey card for evaluation will be given to participants in programs, workshops, camps etc. conducted. Visitors to department facilities will be sampled with questionnaires. Availability, quality and accessibility of department educational opportunities and customer satisfaction will be incorporated into surveys and the evaluation process in FY01.

Customer Service and Marketing

Alternative Enterprises is scheduled to become a part of the Wildlife Heritage Foundation of Wyoming. At this time it is not determined what changes this will have on the Customer Service and Marketing strategy.

Game and Fish Department organization chart

