

Mission, Core Belief, Vision, and Values (2007)

DWR Mission: To serve the people of Utah as trustee and guardian of the state's wildlife.

DWR Core Belief: Wildlife is valuable to everyone.

DWR Agency Vision: The Division of Wildlife Resources is a highly effective, science-based, socially credible, and professionally staffed wildlife agency that conveys the value of wildlife to the citizens of Utah.

Values

1. *Integrity*

- a. Sincere and honest
- b. Strive to fulfill every promise and commitment
- c. Above reproach in dealing with the public and ourselves

2. *Professionalism* a. Meet or exceed all standards set by our profession

3. *Service*

- a. Strive to meet the needs of every person we encounter
- b. Serve the people of the state of Utah
- c. Deliver service that reflects a concern for the quality of life in our communities

4. *Teamwork*

- a. United in purpose and effort
- b. Share ideas and information through open and honest communication

5. *Listening* a. Listen even when we disagree

6. *Openness*

- a. Clear, open discussions
- b. Open to divergent views
- c. Sharing information

7. *Accountability*

- a. For public benefit
- b. To fellow employees
- c. For our personal and professional conduct as individuals and an agency
- d. For the courage to stand up for the integrity of the resources

8. *Civility*

- a. Civil behavior in polarized, emotional debate
- b. Mutual respect

9. *Cooperation*

- a. With public
- b. With local and county governments
- c. With interest groups
- d. With private landowners

10. *Stewardship*

- a. Wildlife is owned collectively by the people of Utah.
- b. The Division manages wildlife as the public's steward.

Agency Goal

Improve the overall efficiency and effectiveness of the Utah Division of Wildlife Resources.

Objective A1

Increase programs that promote teamwork, build leadership capacities, and motivate employees to be more productive, effective, and successful.

<p>Barrier 1 <i>Imbalance between available funding and program expectations (no or too little \$)</i></p>	
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Create sources of funding that address program expectations 2. Balance the workload to the days available in a work year 	<p>Measures:</p> <p>A. Additional dollars DWR receives in succeeding fiscal years, i.e., Restricted; traditional Federal Assistance Grants; General Fund; Others (e.g., Conservation Permits, Grants, Cooperative Agreements, Foundation)</p> <p>B. Number of hours available to accomplish DWR programs; i.e., Permanent, Seasonal, and Volunteer</p> <p>C. Number of employees who feel their workload is balanced</p>

<p>Barrier 2. Inadequate employee compensation (wages and benefits) and recognition</p>	
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Increase promotional opportunities 2. Increase career mobility opportunities 3. Increase compensation (salaries/wages) to be competitive 4. Compensate employees for over/comp time and training 5. Recognition of employee performance & accomplishment by DWR Management 6. Refine Performance Evaluations and Performance Management Contracts to make them meaningful and useful 	<p>Measures:</p> <p>A. Average of salaries/wages increases over the annual cost of living adjustments</p> <p>B. Number of employees recognized for their successful performance</p> <p>C. Percent of employees who rate that their PMCs and evaluations have been conducted and applied to make them useful</p> <p>D. Total annual IRA and Incentive Award dollars awarded</p>

Objective A1 (continued)

Increase programs that promote teamwork, build leadership capacities, and motivate employees to be more productive, effective, and successful.

<i>Barrier 3. Lack of effective communication within the Division</i>	
Strategies: <ol style="list-style-type: none">1. Increase the number of official communiqués, visits and meetings involving staff from sections/regions and SLO and vice versa2. Evaluate and improve the effectiveness of the work planning process3. Gather & consider field employee input in making management decisions4. Improve input and feedback among regions, among sections and between sections and regions5. Establish and use more effective cross regional/sectional teams to deal with issues6. Increase effective communications between DWR Leadership, sections, regions, and the field	Measures: <ol style="list-style-type: none">A. Number of cross regional/sectional teams sanctioned and successfulB. SL & Regional LT members rate the success of the work plan process annuallyC. Number of Regional Work Plan matrices completed and balanced by 7/1 each year

Objective A2

Promote programs to effectively recruit and retain employees.

I: Retention

<i>Barrier 1. Inadequate compensation</i>	
Strategies: <ol style="list-style-type: none">1. Increase promotional opportunities2. Increase career mobility opportunities3. Increase compensation (salaries/wages) to be competitive4. Compensate employees for over/comp time and training5. Recognition of employee performance & accomplishment by DWR Management6. Refine Performance Evaluations and Performance Management Contracts to make them meaningful and useful	Measures: <ol style="list-style-type: none">A. Average of salaries/wages increases over the annual cost of living adjustmentsB. Rates of employee turnover by categories of position

Objective A2 (continued)

Promote programs to effectively recruit and retain employees.

I: Retention (continued)

<i>Barrier 2. Job dissatisfaction</i>	
Strategies: <ol style="list-style-type: none">1. Increased flexibility in workplans to focus on personal interests/expertise2. Provide education and training opportunities3. Balance the workload to the days available in a work year4. Allow employees to include their families on the job whenever feasible	Measures: A. Percent of employees who rate that their PMCs and evaluations have been conducted and applied to make them useful B. Employee overtime and/or compensation time is garnered within reasonable limits as jointly established quarterly/annually by employee and supervisor C. Number of employees completing annually approved training plans

II: Recruitment

<i>Barrier 1. Lack of DWR coordinated recruitment program</i>	
Strategies: <ol style="list-style-type: none">1. Increase DWR outreach efforts to include potential employees, i.e., students2. DWR to establish recruitment as an agency priority3. Increase DWR interaction with universities (e.g., adjunct faculty opportunities for DWR staff, internships, student clubs, etc.)4. Take a marketing approach to filling vacancies	Measures: A. Number of qualified applicants who apply per # of opportunities advertised B. Number of positions filled by top candidates who were offered jobs C. Number of seasonal employees who accept FTE positions with DWR

Objective A3:

Improve the image of the Division by maintaining high standards of conduct and professionalism among Division employees.

<i>Barrier 1. Lack of credibility with stakeholders</i>	
Strategies: <ol style="list-style-type: none">1. Engage, interact and educate stakeholders in actual programs2. Encourage employees to participate in the activities they manage or for which they are responsible3. Hire top quality people4. Hold employees accountable for their conduct and professionalism	Measures: <ol style="list-style-type: none">A. Rating of DWR and employee credibility by stakeholdersB. Percent of all employees with successful PMC ratings

<i>Barrier 2. Public lacks understanding of DWR products/services</i>	
Strategies: <ol style="list-style-type: none">1. Market DWR successes2. Have open and honest communications with the public, e.g., limitations, constraints, realities of status, etc.	Measure: <ol style="list-style-type: none">A. Use Wildlife Values in the West survey as baseline on public trust of Division and measure on a regular interval basis

Objective A4:

Increase efforts to simplify rules, regulations, and proclamations.

<i>Barrier 1. DWR has an unclear purpose for its proclamations</i>	
Strategies: <ol style="list-style-type: none">1. Prioritize and narrow purpose of proclamation2. Meet the minimal statute requirements while optimizing proclamation's effect3. Make and organize/format future proclamation changes based on known/ documented historical justifications, user needs, and realistic expectations4. Be up front about the newer format and content limitations, yet retain essentials while simplifying extraneous detail5. Overcome institutional resistance to simplification	Measures: <ol style="list-style-type: none">A. Number of proclamations converted to new "guidebook" formatB. Total number of guidebook printed pages (non-advertising)C. Conduct random interviews with constituents in the field per season type or conduct in regions post-season across all types of license holders

Objective A4: (continued)

Increase efforts to simplify rules, regulations, and proclamations.

<i>Barrier 2. Influence of special interests</i>	
Strategies: <ol style="list-style-type: none">1. Encourage & provide wider opportunities for involvement in simplification2. Proactively recruit interest groups to collaborate and resolve their differences3. Ensure there are ways for feedback to come back to the DWR from a spectrum of constituencies, encourage response and demonstrate we have heard and act on their input	Measures: <ol style="list-style-type: none">A. Survey the public to assess their respective views on how the system worksB. Number of changes to the proclamations per year proposed at RACs and made at the Wildlife Board to only please special interest groupsC. Number of meetings held with special interest groups prior to proposing proclamation changes

Resource Goal

Expand wildlife populations and conserve sensitive species by protecting and improving wildlife habitat.

Objective R1

Protect existing wildlife habitat and improve 500,000 acres of critical habitats and watersheds throughout the state by 2011.

<i>Barrier 1. Inadequate budget and personnel for watershed improvement efforts</i>	
Strategies: <ol style="list-style-type: none">1. Create sources of funding that address program expectations2. Balance the workload to the days available in a work year	Measures: <ol style="list-style-type: none">A. Additional dollars DWR receives in succeeding fiscal years, i.e., Restricted; traditional Federal Assistance Grants; General Fund; Others (e.g., Conservation Permits, Grants, Cooperative Agreements, Foundation).B. Number of hours available to accomplish DWR programs; i.e., Permanent, Seasonal, and VolunteerC. Number of employees who feel their workload is balanced

Objective R1 (continued)

Protect existing wildlife habitat and improve 500,000 acres of critical habitats and watersheds throughout the state by 2011.

Barrier 2. Inadequate protection for existing habitat	
Strategies: <ol style="list-style-type: none">1. Eliminate threats to existing Wildlife Management Areas2. Stay involved in federal land management planning processes3. Develop a statewide prioritization system for land and water acquisition and/or easements3. Complete mitigation standards for development, e.g., transportation corridors, oil and gas exploration/ extraction, etc.4. Eliminate the threats of invasive plants	Measures: <ol style="list-style-type: none">A. Number of acres or linear miles of habitat protected under conservation easements, by fee title acquisition or by resource management agreements (e.g., grazing, etc.)B. Percent of DWR lands in good to excellent ecological condition

Barrier 3. Don't know if we are doing the right things, in the right amount, in the right places	
Strategies: <ol style="list-style-type: none">1. Population monitoring needing to be done both pre- and post- habitat treatments2. Broaden scope of focus areas to include riparian areas and other key habitats as identified in management plans3. Improve internal communications between Sections4. Improve coordination among agencies (UPCD)5. Develop a statewide prioritization system for resource allocation among Regions for habitat projects	Measures: <ol style="list-style-type: none">A. Number of acres or number of linear miles of riparian areas in projects "ready to go, inclusive of funding," each quarterB. Monthly progress made toward annual restoration targets of acres of land or linear miles of riparian area

Objective R2

Increase fish and game populations to meet management plan objectives and expand quality fishing and hunting opportunities.

Barrier 1. DWR has insufficient sport fish and wildlife game populations to meet the demand	
Strategies: <ol style="list-style-type: none">1. Increase hatchery and native sport fish production2. Increase game populations	Measures: <ol style="list-style-type: none">A. Number of populations meeting management plan goalsB. Increase and maintain hatchery sport fish production to more than 1 million pounds within 3 years

Objective R2 (continued) Increase fish and game populations to meet management plan objectives and expand quality fishing and hunting opportunities.

Barrier 2. Public involvement decision-making process influenced heavily by stakeholders and special interest politics	
Strategies: <ol style="list-style-type: none"> 1. Change public involvement rule/process 2. Assess the public involvement process, e.g., use teams or committees to get more diverse/broad public input on decisions 3. Just say “No.” Apply a system of balanced management and decision-making tools and public input processes for the broadest possible representation 	Measure: <ol style="list-style-type: none"> A. Implementation of an additional, acceptable alternative format for broad public involvement and input

Barrier 3 Conflicts with & between user groups on a common definition of quality experiences	
Strategies: <ol style="list-style-type: none"> 1. For certain activities, DWR adopts a common understanding of both quality and opportunity based on a survey of specific users who participate 2. DWR to figure out the balance between quality and quantity for certain activities to reduce unrealistic expectations 	Measures: <ol style="list-style-type: none"> A. Number of wildlife and watershed management plan objectives being met B. Number of limited entry permits made available to the public C. Maintain or increase the average number of stockable pounds of fish produced annually via the DWR hatchery-system statewide D. Number of blue ribbon fisheries established

Objective R3

Conserve sensitive species to prevent them from being listed as threatened or endangered.

Barrier 1. Getting partners to implement the Utah Wildlife Action Plan (WAP)	
Strategies: <ol style="list-style-type: none"> 1. Develop specific and targeted priority actions for each major partner type and main stakeholders within each type 2. Better communicate (external to internal and vice versa) 	Measures: <ol style="list-style-type: none"> A. Number of species listed annually as federally Endangered or Threatened (Desired Trends: Good – Down, &/or Bad - Up) B. Number of T & E petitions for federal listing annually that are found not warranted C. Number of Tier II species that are removed from list annually

Objective R3 (continued)

Conserve sensitive species to prevent them from being listed as threatened or endangered.

Barrier 2. Lack of Wildlife Action Plan implementation in DWR	
Strategies: <ol style="list-style-type: none">1. Find stable, flexible funding to implement the Wildlife Action Plan2. Translate and integrate WAP implementation across Section and Region lines via an operational plan3. Better communicate (external to internal and vice versa)	Measure: A. Wildlife Action Plan priorities are reflected in annual regional work plan matrices and in annual regional achievements reported

Barrier 3. Lack of data for management of some sensitive species & other native species	
Strategies: <ol style="list-style-type: none">1. Partner with universities & non-governmental organizations to collect field data2. Pursue alternative funding to enable data collection on such sensitive/native species & the development of needed sensitive/native species databases	Measure: A. Number of Tier III species removed from list annually

Constituency Goal

Achieve broad-based support for Division programs and budgets by demonstrating the value of wildlife to all citizens of Utah.

Objective C1

Increase public awareness of wildlife as a quality of life issue in order to expand our support base and achieve stable funding.

Barrier 1. Limited diversity of nonconsumptive wildlife recreation opportunities	
Strategies: <ol style="list-style-type: none">1. Target specific audiences/groups2. Identify the nonconsumptive opportunities desired by the targeted audiences/groups3. Develop and implement priority nonconsumptive programs and opportunities	Measure: A. Increase in the number of people attending specifically designated DWR sponsored WW events/ activities/ facilities (e.g., Hardware Ranch, Farmington Bay WMA, etc.)

Objective C1 (continued)

Increase public awareness of wildlife as a quality of life issue in order to expand our support base and achieve stable funding.

<i>Barrier 2. Limited money for funding nonconsumptive programs and opportunities</i>	
Strategies: <ol style="list-style-type: none">1. Lead efforts to develop alternative nonconsumptive program funding2. Implement high priority alternative funding actions	Measure: A. Numbers of dollars received from nontraditional funding sources (e.g., General Fund; Income Tax Check-offs; Wildlife License Plates; Other)

<i>Barrier 3. Some publics perceive DWR badly or not at all</i>	
Strategies: <ol style="list-style-type: none">1. Promote wildlife as a quality of life issue2. Market to a broader public why and what DWR does for people and for wildlife3. Provide an array of products and services that meet a diverse opportunity demand4. Develop and deliver 3-5 key messages constantly and consistently	Measures: A. Survey citizens once every 3-5 years (e.g., WAFWA Wildlife Values in the West): <ol style="list-style-type: none">i. Increases in the % of each wildlife value orientation type that “trusts their state fish and wildlife agency to do what is right for fish and wildlife management.”ii. An increase in the % of respondents agreeing with the statement: “I feel that my interests are adequately taken into account by fish and wildlife decision-makers in my state.”iii. A decrease in the % of respondents agreeing with the statement: “I don’t have an interest in providing input to fish and wildlife decisions in my state.”

Objective C2

Improve coordination with organizations, public officials, private landowners, industry, and government agencies to obtain support for Division programs.

<i>Barrier 1. Tradition of DWR is not to share control over wildlife management decisions (i.e., DWR ethnocentricity)</i>	
Strategies: <ol style="list-style-type: none">1. Look for partnering opportunities when they are win-win situations	Measures: A. Number of partnering entities DWR engages annually statewide and by Region B. Number of annual coordination (interagency) meetings held C. Number of MOUs, Cooperative Agreements, Conservation Agreements entered into & maintained

Objective C2 (continued)

Improve coordination with organizations, public officials, private landowners, industry, and government agencies to obtain support for Division programs.

Barrier 2. <i>Others' ethnocentricity, i.e., others want to control wildlife management decisions</i>	
Strategies: <ol style="list-style-type: none">1. Share information on and educate others regarding wildlife management decisions and decision-making processes2. Develop alternative and/or additional public input & citizen participation processes for involvement in decision-making processes	Measure: A. Implementation of an additional, acceptable alternative format for broader public involvement and input

Barrier 3. Coordination takes more time and effort than available	
Strategies: <ol style="list-style-type: none">1. Coordination be a consistent and constant Division-wide priority	Measure: A. Number of inter-section and/or region projects completed or begun

Objective C3

Expand programs to recruit and retain hunters, anglers, and wildlife watchers.

Barrier 1. Lack of attaining a positive wildlife recreation experience	
Strategies: <ol style="list-style-type: none">1. Provide family and/or group oriented programming2. Increase effectiveness of telling and showing the public where and how to participate3. Market the entire wildlife recreation experience, not just the harvest	Measure: A. Number of specific marketing campaigns undertaken versus those proposed B. The resultant sales of specific marketing campaigns (\$, licenses, or other merchandise units sold)

Barrier 2. Lack of wildlife recreation opportunity	
Strategies: <ol style="list-style-type: none">1. Raise more fish and grow more wildlife2. Increase limits and permits where populations and opportunities will allow3. Provide youth oriented programming	Measures: A. Number of private land acres under agreement for Walk-In Access Program statewide B. Achieve optimal return for community fisheries regarding the number of pounds of stockable fish delivered via DWR hatcheries compared to those requested including a cost benefit ratio on pounds of fish purchased

Objective C3 (continued)

Expand programs to recruit and retain hunters, anglers, and wildlife watchers.

<i>Barrier 3. Cost of participation, lack of time, and/or competition with other activities</i>	
Strategies: <ol style="list-style-type: none">1. Create opportunities closer to urban areas2. Promote fishing and hunting as vacation opportunities3. Market wildlife recreation experiences as a part of a lifestyle indicative of a highly valued quality of life environment	Measures: <ol style="list-style-type: none">A. Number of Community Fisheries maintained or the number of surface acres of Community Fisheries providedB. Number of specifically designated outreach programs/presentations/events offered by region and/or statewide and the total number of participants in themC. Number of family/group oriented programs offered seasonallyD. Number of families/groups that participated in family/group oriented programs

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