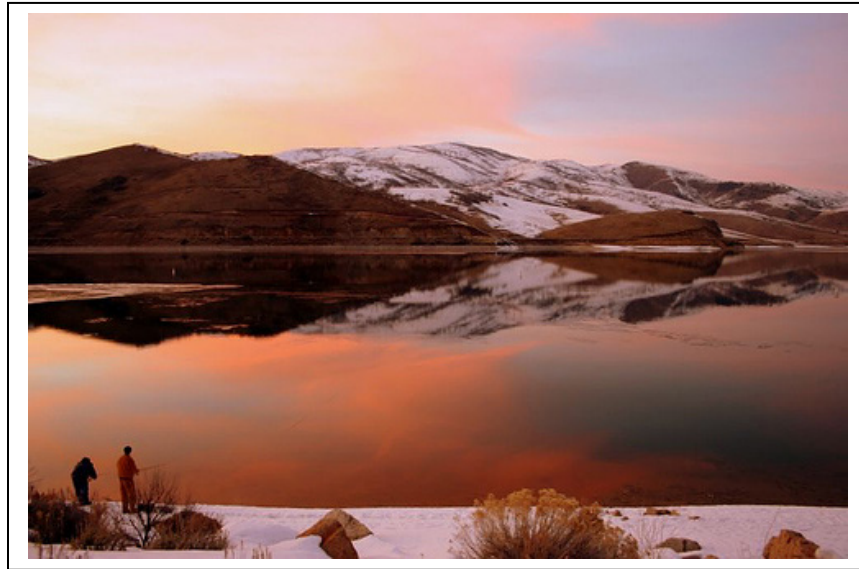


**Utah Division of Wildlife Resources**

# **Strategic Plan 2007-2011**



**May 30, 2007**



## **Mission, Core Belief, Vision, and Values (4/3/2007)**

**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**

*Values can be characterized as the heart of the agency- what the Division stands for and believes in. They underlie common beliefs held and embraced by the whole organization.*

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
  - b. Effectiveness is a hallmark of professionalism
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.

## **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.

#### ***Barrier 1***

*Inadequate budget and personnel for watershed improvement efforts*

##### Strategy 1

Create sources of funding that address program expectations

##### Strategy 2

Balance the workload to the days available in a work year

#### ***Barrier 2***

*Inadequate protection for existing habitat*

##### Strategy 1

Eliminate threats to existing Wildlife Management Areas

##### Strategy 2

Stay involved in federal land management planning processes

##### Strategy 3

Develop a statewide prioritization system for land and water acquisition and/or easements

##### Strategy 4

Complete mitigation standards for development, e.g., transportation corridors, oil and gas exploration/extraction, etc.

##### Strategy 5

Eliminate the threat of invasive plants

#### ***Barrier 3***

*Don't know if we are doing the right things, in the right amount, in the right places*

##### Strategy 1

Population monitoring to be done both pre- and post- habitat treatments

##### Strategy 2

Broaden scope of focus areas to include riparian areas and other key habitats as identified in management plans

##### Strategy 3

Improve internal communications between Sections

##### Strategy 4

Improve coordination among agencies (UPCD)

##### Strategy 5

Develop a statewide prioritization system for resource allocation among Regions for habitat projects

## **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*

#### Strategy 1

Increase hatchery and native sport fish production

#### Strategy 2

Increase game populations

### ***Barrier 2***

*Public involvement decision-making process influenced heavily by stakeholders and special interest politics*

#### Strategy 1

Change public involvement rule/process

#### Strategy 2

Assess the public involvement process, e.g., use teams or committees to get better, more diverse/broad public input on decisions

#### Strategy 3

Just say “No.” Apply a system of balanced management and decision-making tools and public input processes for the broadest possible representation

### **Barrier 3**

*Conflicts with & between user groups on a common definition of quality experiences*

#### Strategy 1

For certain activities, DWR adopts a common understanding of both quality and opportunity based on a survey of specific users who participate

#### Strategy 2

DWR to figure out the balance between quality and quantity for certain activities to reduce unrealistic expectations

## **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)*

#### Strategy 1

Develop specific and targeted priority actions for each major partner type and main stakeholders within each type

#### Strategy 2

Better communicate (external to internal and vice versa)

**Barrier 2**

*Lack of WAP implementation in DWR*

Strategy 1

Find stable, flexible funding to implement the Wildlife Action Plan

Strategy 2

Translate and integrate WAP implementation across Section and Region lines via an operational plan

Strategy 3

Better communicate (external to internal and vice versa)

**Barrier 3**

*Lack of data for management of some sensitive species and other native species*

Strategy 1

Partner with universities and nongovernmental organizations to collect field data

Strategy 2

Pursue alternative funding to enable data collection on such sensitive/native species and the development of needed sensitive/native species databases

**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.

**Barrier 1**

*Imbalance between available funding and program expectations (no or too little \$)*

Strategy 1

Create sources of funding that address program expectations

Strategy 2

Balance the workload to the days available in a work year

**Barrier 2**

*Inadequate employee compensation (wages and benefits) and recognition*

Strategy 1

Increase promotional opportunities

Strategy 2

Increase career mobility opportunities

Strategy 3

Increase compensation (salaries/wages) to be competitive

Strategy 4

Compensate employees for over/comp time and training

Strategy 5

Recognition of employee performance and accomplishment by DWR Management

Strategy 6

Refine Performance Evaluations and Performance Management Contracts to make them more meaningful

**Barrier 3**

*Lack of effective communication within the Division*

Strategy 1

Increase the number of official communiqués, visits and meetings involving staff from sections/regions and SLO and vice-versa

Strategy 2

Evaluate and improve the effectiveness of the work planning process

Strategy 3

Gather and consider field employee input in making management decisions

Strategy 4

Improve input and feedback among regions, among sections, and between sections and regions

Strategy 5

Establish and use more effective cross regional/sectional teams to deal with issues

Strategy 6

Increase effective communications between DWR Leadership, sections, regions, and the field

**Objective A2**

Promote programs to effectively recruit and retain employees.

**I: Retention**

**Barrier 1**

*Inadequate compensation*

Strategy 1

Increase promotional opportunities

Strategy 2

Increase career mobility opportunities

Strategy 3

Increase compensation (salaries/wages) to be competitive

Strategy 4

Compensate employees for over/comp time and training

Strategy 5

Recognition of employee performance and accomplishment by DWR Management

Strategy 6

Refine Performance Evaluations and Performance Management Contracts to make them more meaningful and useful

**Barrier 2**

*Job dissatisfaction*

Strategy 1

Increase flexibility in workplans to focus on personal interests/expertise

Strategy 2

Provide education and training opportunities

Strategy 3

Balance the workload to the days available in a work year

Strategy 4

Allow employees to include their families on the job whenever feasible

## **II: Recruitment**

### ***Barrier 1***

*Lack of DWR coordinated recruitment program*

Strategy 1

Increase DWR outreach efforts to include potential employees, i.e., students

Strategy 2

DWR to establish recruitment as an agency priority

Strategy 3

Increase DWR interaction with universities (e.g., adjunct faculty opportunities for DWR staff, internships, student clubs, etc.)

Strategy 4

Take a marketing approach to filling vacancies

### **Objective A3:**

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

### ***Barrier 1***

*Lack of credibility with stakeholders*

Strategy 1

Engage, interact and educate stakeholders in actual programs

Strategy 2

Encourage employees to participate in the activities they manage or for which they are responsible

Strategy 3

Hire top quality people

Strategy 4

Hold employees accountable for their conduct and professionalism

### ***Barrier 2***

*Public lacks understanding of DWR products/services.*

Strategy 1

Market DWR successes

Strategy 2

Have open and honest communications with the public, e.g., limitations, constraints, realities of status, etc.

**Objective A4:** Increase efforts to simplify rules, regulations, and proclamations.

***Barrier 1***

*DWR has an unclear purpose for its proclamations*

Strategy 1

Prioritize and narrow purpose of proclamation

Strategy 2

Meet the minimal statute requirements while optimizing proclamation's effect

Strategy 3

Make and organize/format future proclamation changes based on known/  
documented historical justifications, user needs, and realistic expectations

Strategy 4

Be up front about the newer format and content limitations, yet retain essentials while  
simplifying extraneous detail

Strategy 5

Overcome institutional resistance to simplification

***Barrier 2***

*Influence of special interests*

Strategy 1

Encourage and provide wider opportunities for involvement in simplification

Strategy 2

Proactively recruit interest groups to collaborate and resolve their differences

Strategy 3

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.

**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 programs and opportunities*

Strategy 1

Target specific audiences/groups

Strategy 2

Identify the nonconsumptive opportunities desired by the targeted audiences/groups

Strategy 3

Develop and implement priority nonconsumptive programs and opportunities

**Barrier 2**

*Limited money for funding nonconsumptive programs and opportunities*

Strategy 1

Lead efforts to develop alternative nonconsumptive program funding

Strategy 2

Implement high priority alternative funding actions

**Barrier 3**

*Some publics perceives DWR badly or not at all*

Strategy 1

Promote wildlife as a quality of life issue

Strategy 2

Market to a broader public why and what DWR does for people and for wildlife

Strategy 3

Provide an array of products and services that meet a diverse opportunity demand

Strategy 4

Develop and deliver 3-5 key messages constantly and consistently

**Objective C2**

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

**Barrier 1**

*Tradition of DWR is not to share control over wildlife management decisions (i.e., DWR ethnocentricity)*

Strategy 1

Look for partnering opportunities when they are win-win situations

**Barrier 2**

*Others' ethnocentricity, i.e., others want to control wildlife management decisions*

Strategy 1

Share information on and educate others regarding wildlife management decisions and decision-making processes

Strategy 2

Develop alternative and/or additional public input and citizen participation processes for involvement in decision-making processes

**Barrier 3**

*Coordination takes more time and effort than available*

Strategy 1

Coordination be a consistent and constant Division-wide higher priority

### **Objective C3**

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

#### ***Barrier 1***

*Lack of attaining a positive wildlife recreation experience*

##### Strategy 1

Provide family and/or group oriented programming

##### Strategy 2

Increase effectiveness of telling and showing the public where and how to participate

##### Strategy 3

Market the entire wildlife recreation experience, not just the harvest

#### ***Barrier 2***

*Lack of wildlife recreation opportunity*

##### Strategy 1

Raise more fish and grow more wildlife

##### Strategy 2

Increase limits and permits where populations and opportunities will allow

##### Strategy 3

Provide youth oriented programming

#### ***Barrier 3***

*Cost of participation, lack of time, and/or competition with other activities*

##### Strategy 1

Create opportunities closer to urban areas

##### Strategy 2

Promote fishing and hunting as vacation opportunities

##### Strategy 3

Market wildlife recreation experiences as a part of a lifestyle indicative of a highly valued quality of life environment

***Final (no Measures); 05/30/2007;*** Utah DWR Strategic Plan: 2007-11  
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