

Strategic Plan  
New Mexico Department of Game and Fish  
FY 2010 Through FY 2014



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Director

Effective July 1, 2009

**Revised August 2008**

## Executive Summary

The effort to produce a Departmental strategic plan was precipitated by a 1992 Wildlife Management Institute assessment of the Department that identified needs for vision, planning, constituent involvement, and improved decision making. The initial version was completed in 1994 by a planning team comprised of Department technical and administrative staff and a representative member of the State Game Commission. It has since evolved through a number of iterations under successive administrations and Commissions. This latest revision has emerged out of an intensive collaborative effort by the Department's directorate and managers to address current and anticipated issues and to support the requirements of New Mexico's performance-based budgeting initiative. It remains the primary map for realizing our Vision and extensively incorporates the Comprehensive Wildlife Conservation Strategy for New Mexico that received federal acceptance in February 2006.

Department services are partitioned into four programs, logically aggregated by a commonality of statutory purpose and outcome:

- I. Sport Hunting and Fishing Program
- II. Conservation Services Program
- III. Wildlife Depredation and Nuisance Abatement Program
- IV. Administration Program

These programs, their goals, and objectives are structured to recognize wildlife and people as the primary beneficiaries of our work. Even the Administration Program, comprised of functions too easily perceived as ends, serves primarily to provide the organizational direction, resources, and performance needed to assure the outcomes people expect from the other three programs. This plan will eventually be supported by a currently evolving structure of subprogram-level management plans and implemented through a project-based operational planning process. Planning at all levels has been, and will continue to be, informed by public participation.

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## **Mission Statement**

To provide and maintain an adequate supply of wildlife and fish within the state of New Mexico by utilizing a flexible management system that provides for their protection, conservation, regulation, propagation, and for their use as public recreation and food supply.

## **Philosophy**

The Department believes our primary responsibilities are:

- (1) To meet the wildlife-related interests of New Mexicans, now and in the future.
- (2) To assure that the Game Protection Fund and other fund sources are wisely used to, conserve, protect, enhance, manage, and propagate the state's wildlife and its habitat.

**Vision of Desired Future**  
New Mexico Department of Game and Fish  
Expectations through 2025 with Focus on 2010-2014

**The Department is the state wildlife resources agency with statutorily mandated responsibilities that:**

- **organizes and operates efficiently and effectively,**
- **provides objective and balanced conservation programs to benefit the full range of wildlife species and habitats statewide,**
- **recognizes the spectrum of people who seek wildlife-associated recreation, appreciation, and information for themselves and their families while emphasizing long-standing consumptive uses,**
- **embraces conservation and management planning with priority setting in an ecological framework,**
- **derives its financial support from the entire range of people and processes that affect, use, and appreciate wildlife and their habitats,**
- **implements necessary regulatory and associated enforcement actions to stimulate substantial public compliance, and**
- **accomplishes these endeavors with a reasonably and consistently compensated professional staff.**

To move steadily and productively toward that vision, we will accomplish the following key elements in that progression:

- Retain and reward all those ongoing efforts that meet statutory obligations and complement this vision;
- Organize resource programs and support service functions such that staff are fully integrated in assessing, managing, and delivering the resource opportunities desired by public interests;
- Make decisions within the context of biological, ecological, physical, social, economic, political, and legislative factors organized and examined in spatial relationship;
- Identify and evaluate the entire set of characteristics that describe the people who seek wildlife-associated services from the Department and provide direct or indirect financial support to conservation and management of wildlife.
- Develop added appropriate wildlife-associated recreational opportunities statewide that are attentive to breadth of clientele, are conservation positive, and provide stimulus for local economic values;
- Ensure focus on providing year-round excellent services;
- Implement outreach efforts that promote clientele recognition of the Department's year-round endeavors necessary to support use of wildlife and associated conservation and management actions;
- Implement a realistic and progressive schedule of efforts to assess the probable impacts of climate change on New Mexico's wildlife, prevent species from being jeopardized, and restore species identified as being at-risk of depletion or extinction through exploitation, habitat deterioration, and other factors;

- Work jointly with the State Game Commission, Governor's office, Legislative leaders, federal government agencies, and public interest groups to design and implement added statutory authorities for full-spectrum species and habitat conservation activities and the associated reliable public-based funding necessary to accompany those responsibilities;
- Ensure that Department conservation and management efforts are suitably planned and integrated with the substantial tribal lands and tribal entities statewide.
- Provide a substantial menu of appropriate opportunities for private landowner and business interests to participate in cost-shared and other incentive programs for wildlife habitat enhancement accomplished jointly by private, state, and federal partners, including sportsmen and wildlife enthusiasts;
- Encourage and support professional staff to undertake duties that enhance their contributions to New Mexico and Department interests while promoting their technical recognition over larger areas;
- Provide a consistent and adequate compensation approach for Department employees within state constraints that is periodically evaluated for applicability to changing characteristics within the Department.

## Goals

- I. That the Department's provision of a statewide system for hunting activities and self-sustaining and hatchery-supported fisheries satisfies the participation expectations of New Mexico residents and takes into consideration hunter safety, quality hunts, high demand areas, guides and outfitters, quotas and local and financial interests.**
  
- II. That the Department's provision of information and technical guidance to hunters, anglers, appreciative wildlife interests, the Director and State Game Commission, and all persons or agencies that manage lands results in the conservation and enhancement of wildlife habitat and recovery of indigenous species of threatened or endangered wildlife.**
  
- III. That the Department's depredation and nuisance complaint administration and intervention processes meet the expectations of private landowners, leaseholders, and other New Mexicans for relief and preclusion from property damage, annoyances, and threats to public safety caused by protected wildlife.**
  
- IV. That the Department's provision of an adequate and flexible system for furnishing direction, oversight, accountability, and support to all divisions results in the attainment of planned outcomes for all Department programs.**

# I. Sport Hunting and Fishing Program

## Program Goal

**That the Department's provision of a statewide system for hunting activities and self-sustaining and hatchery-supported fisheries satisfies the participation expectations of New Mexico residents and takes into consideration hunter safety, quality hunts, high demand areas, guides and outfitters, quotas and local and financial interests.**

### Objectives, Strategies, and Action Plans

**Objective 1: That by 2012 information on big game biology, management strategies, habitat, and contextual issues is available to the majority of New Mexican's.**

**Strategy 1.1:** Develop a public outreach initiative that clearly defines issues and factors affecting New Mexico's game populations.

#### **Action Plan:**

- 1.1.1 Produce and distribute a biennial elk management booklet with web application
- 1.1.2 Produce and distribute a biennial deer management booklet with web application.
- 1.1.3 Produce and distribute a deer habitat management workbook for use by private landowners and/or public land management agencies.
- 1.1.4 Develop, schedule, and sponsor deer management workshops for public land management agencies and private landowners using the NMSU Cooperative Fish and Wildlife Research Unit.
- 1.1.5 Produce and distribute a biennial pronghorn management booklet with web application.

**Strategy 1.2:** Maintain an allocation system that equitably distributes among landowners opportunities to hunt highly sought-after big game species.

**Action Plan:**

- 1.2.1 Continue to refine and employ minimum criteria or qualifications for a property to participate in private land use systems.
- 1.2.2 Maintain a reliable method for properly recognizing the level of contribution each qualifying property makes.
- 1.2.3 Maintain a realistic set of timelines and requirements that must be adhered to for continued participation.
- 1.2.4 Maintain standardized criteria and alternative dispute resolution techniques that will inform pre-allocation appeals process decisions.

**Strategy 1.3:** Monitor availability of information on big game biology, management strategies, habitat, and contextual issues.

**Action Plan:**

- 1.3.1. Keep annual log of information made available and the modes of its dissemination.

**Objective 2: That by 2014 the Department has established broadly supported management objectives for 9 species of big game, 4 species of small game, and 7 fishing waters that maximize recreational and economic benefits within the context of relevant biological, ecological, physical, social, economic, political, spatial, and legislative factors.**

**Strategy 2.1:** Collaborate with land management agencies, landowners, and other affected interests to establish broadly supported resource-based management objectives for game animals and game fish.

**Action Plan:**

- 2.1.1 Ensure that regular and effective communication occurs between the Department and all collaborators via meetings, workshops or correspondence.
- 2.1.2 Continue to develop, evaluate, and enhance the Private Land Deer Conservation & Management System.
- 2.1.3 Continue to develop, evaluate, and enhance the Elk-Private Lands Use System.
- 2.1.4 Continue to develop, evaluate, and enhance the Antelope-Private Lands Use System.
- 2.1.5 Coordinate with the U.S. Forest Service (USFS) to identify suitable restoration areas for native trout.
- 2.1.6 Coordinate with the Bureau of Land Management (BLM) on management of the upper Rio Grande.
- 2.1.7 Coordinate with the Bureau of Reclamation on flow regimes below Navajo and Elephant Butte Reservoirs.
- 2.1.8 Coordinate with state agencies, especially the Interstate Stream Commission, the Office of the State Engineer, and State Parks, concerning water management.
- 2.1.9 Enter into collaborative quail and dove habitat improvement projects with the BLM.
- 2.1.10 Enter into collaborative deer and elk habitat improvement projects with the BLM, USFS, State Land Office, livestock interests, and private landowners as appropriate.

**Objective 3: That through 2014 reported incidence of hunting accidents does not exceed 2 per 100,000 licensed hunters.**

**Strategy 3.1:** Provide annual hunter safety-training opportunities.

**Action Plan:**

- 3.1.1 Maintain a pool of 600 trained instructors.
- 3.1.2 Provide students and instructors with training materials that meet national hunter safety standards
- 3.1.3 Annually schedule hunter safety classes and register students.
- 3.1.4 Provide staff participation in state and national Youth Hunter Education Challenge competitions.
- 3.1.5 Continue development of events that introduce hunting and shooting sports safety and awareness to the public.

- 3.1.6 Foster recruitment and retention of volunteer hunter safety instructors.
- 3.1.7 Continue to identify and resolve Hunter Safety Course registration issues.
- 3.1.8 Ensure that annual hunter safety training opportunities are planned to meet estimated annual demand.

**Strategy 3.2:** Consider hunter and public safety in designing hunting seasons.

**Action Plan:**

- 3.2.1 Monitor the incidence of hunter accidents in New Mexico.
- 3.2.2 Promulgate hunting regulations that prescribe sporting arms and other restrictions that promote hunter and public safety.

**Objective 4: Maintain an overall angler satisfaction rate of 80% regarding angler opportunity, fishing experiences, and the Department's management of sport fishing issues through 2014.**

**Strategy 4.1:** Monitor angler issues, interests, and satisfaction and employ findings to inform and evaluate management decisions.

**Action Plan:**

- 4.1.1 Contract design and implementation of an annual survey to monitor angler issues, interests, and satisfaction.
- 4.1.2 Evaluate results.
- 4.1.3 Identify issues.
- 4.1.4 Integrate issue resolution into planning and management decisions.

**Strategy 4.2:** Involve interested anglers in fisheries management decisions that may affect them.

**Action Plan:**

- 4.2.1 Employ print and electronic media to inform anglers of current issues.
- 4.2.2 Solicit citizen participation in potentially controversial decisions.

**Strategy 4.3:** Continue to employ and maintain a hatchery system and associated facilities to culture fish and supplement naturally occurring fish populations through stocking in accordance with objectives and strategies identified in fisheries management plans.

**Action Plan:**

- 4.3.1 Maintain fish production/rearing operations and supporting facilities at the six existing Department hatcheries.
- 4.3.2 Anticipate demand and plan annual production in accordance with long-range fisheries management plans.
- 4.3.3 Develop stocking allocation schedules.
- 4.3.4 Stock fish at designated sites.

**Strategy 4.4:** Construct, operate, and maintain, a warm water fish hatchery and associated Watershed Education and Training (WET) Center.

**Action Plan:**

- 4.4.1. Construct the hatchery and WET Center.
- 4.4.2. Create watershed education and awareness projects and interpretive experiences.

**Strategy 4.5:** Continue to promulgate regulations that protect fish stocks from over-exploitation and equitably distribute fishing opportunity.

**Action Plan:**

- 4.5.1. Annually review and revise regulatory strategies.

**Strategy 4.6:** Minimize losses of fish populations and hatchery stocks due to whirling disease and other maladies.

**Action Plan:**

- 4.6.1 Monitor naturally occurring and hatchery fish populations for the presence of disease.
- 4.6.2 Regulate fish importation to prevent disease introduction.
- 4.6.3 Inform anglers of their role in preventing disease transmission.

**Strategy 4.7:** Increase opportunities for anglers to pursue native game fish.

**Action Plan:**

- 4.7.1. Develop long-range and operational plans for the restoration and management of native game fish.
- 4.7.2. Implement planned restoration projects.

**Strategy 4.8:** Incorporate strategies into long-range fishery management plans that will minimize the negative impacts of anticipated drought conditions on sport fishing opportunity.

**Action Plan:**

- 4.8.1 Identify anticipated potential drought impacts to sport fisheries.
- 4.8.2 Identify feasible program and sub-program level strategies.
- 4.8.3 Integrate strategies into strategic and long-range plans.
- 4.8.4 Develop operational plans for implementation.

**Objective 5: That through 2014 hunting and fishing opportunities are maintained through public compliance with wildlife laws.**

**Strategy 5.1:** Conduct routine statewide detection, apprehension, and prosecution of persons violating wildlife laws and their implementing rules to support management and deter poaching.

**Action Plan:**

- 5.1.1 Conduct law enforcement patrols and routine investigations
- 5.1.2 Conduct roadblocks.
- 5.1.3 Conduct night patrols.
- 5.1.4 Patrol wilderness areas.
- 5.1.5 Employ modern investigative techniques such as: DNA, remote video surveillance, firearms and tool marks.

**Strategy 5.2:** Direct supplemental enforcement effort to locations known or expected to have a significant incidence of violations.

**Action Plan:**

- 5.2.1 Identify locations known or suspected to have a significant number of violations.
- 5.2.2 Schedule additional enforcement actions and manpower so as to target such locations for enforcement emphasis.

**Strategy 5.3:** Allocate enforcement efforts so as to support species management or other sub-program objectives impeded by issues of noncompliance.

**Action Plan:**

- 5.3.1. Include non-compliance issues and strategies in long-range species management and other sub-program plans.
- 5.3.2. Schedule actions to address non-compliance issues in subsequent operational plans.
- 5.3.3. Annually review operational plans for required enforcement actions.
- 5.3.4. Coordinate implementation of enforcement actions needed to support species management and other sub-program objectives.

**Strategy 5.4:** Monitor, evaluate, and improve the effectiveness of our wildlife law enforcement efforts.

**Action Plan:**

- 5.4.1. Monitor levels of enforcement effort, number of citations issued, proportion of successful prosecutions, compliance rates, and other parameters necessary to evaluate the effectiveness of our law enforcement efforts.
- 5.4.2. Maintain databases sufficient to track these statistics and related information.
- 5.4.3. Prepare an annual law enforcement effort and accomplishment report that includes assessment of relevant data, identification of performance deficiencies, and recommendations for improvement.
- 5.4.4. Implement approved recommendations.
- 5.4.5. Continue efforts to gain statutory authority that increases the scope of Chapter 17 and off-highway vehicle (OHV) violations to which the penalty assessment process may be applied.

**Strategy 5.5:** Maintain wildlife law enforcement effort, response time, and visibility at levels that satisfy public expectations.

**Action Plan:**

- 5.5.1. Ensure front line commissioned personnel have duty assignments that place adequate emphasis on conservation officer activities.
- 5.5.2. Instruct commissioned personnel to emphasize effort on law enforcement activities that are highly visible.
- 5.5.3. Instruct commissioned personnel to emphasize timely responsiveness to complaints.
- 5.5.4. Routinely perform time allocation review of commissioned personnel to support effective law enforcement effort.
- 5.5.5. Use trained and qualified reserve conservation officers to increase and support the commissioned officer work force.

**Strategy 5.6:** Employ the Operation Game Thief Project (OGT) to provide the public opportunities to experience the responsiveness and effectiveness of the Department's wildlife law enforcement program.

**Action Plan:**

- 5.6.1. Publicize the availability of the OGT Project and inform people how to participate.
- 5.6.2. Give priority status to promptly investigating and prosecuting crimes reported through OGT.
- 5.6.3. Publicize successful prosecutions resulting from the Department's response to OGT tips

**Strategy 5.7:** Monitor, evaluate, and improve the success of wildlife law enforcement in meeting public expectations.

**Action Plan:**

- 5.7.1. Survey the public to determine their expectations and evaluations of our enforcement efforts.
- 5.7.2. Identify areas of dissatisfaction.
- 5.7.3. Revise program strategies and action plans as necessary to improve our performance based on annual evaluation of enforcement outcomes and effective balance of routine patrol, undercover work, special operations, and priority setting toward more severe and egregious infractions.

**Strategy 5.8:** Allocate enforcement personnel to focus on complex, cross-jurisdiction or commercial scale violations.

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**Action Plan:**

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- 5.8.1 Assemble or allocate a team of enforcement personnel to special and covert investigations that are long term or complex.
- 5.8.2 Seek investigative and expert support from other agencies.
- 5.8.3 Hire, re-assign or prioritize enforcement personnel to long term or complex investigations.

**Objective 6: By 2012 realize a level of public opportunity for recreational hunting and fishing as indicated by 150,000 and 200,000 certified annual licensees, respectively.**

**Strategy 6.1:** Identify and implement methods by which hunting and fishing opportunity and participation might be increased.

**Action Plan:**

- 6.1.1 Develop and implement a marketing plan to encourage lapsed license buyers to purchase licenses again, using available collaborators to the extent possible.
- 6.1.2 Formulate hunting and fishing regulations consistent with objective of increasing participation.
- 6.1.3 Continue outreach and educational efforts, such as fishing clinics, to recruit new participants in the areas of hunting and fishing.
- 6.1.4 Continue implementation and adjustment of the Elk Private Lands Use System (E-PLUS) to enhance elk hunter access to private lands.
- 6.1.5 Continue implementation and adjustment of the Antelope Private Lands Use System (A-PLUS) to enhance antelope hunter access to private lands.
- 6.1.6 Apply Access Validation revenues and, where appropriate, matching federal funds to implement the Open Gate initiative for the lease of private lands for public hunting and fishing and to acquire rights-of-way through private holdings to access otherwise isolated public lands.

- 6.1.7 Develop such GIS applications and capacities as may be necessary to inform landscape scale considerations in the decision-making process for allocating recreational opportunities under A-PLUS and E-PLUS.
- 6.1.8 Adjust stocking schedules to meet angler demand.

**Objective 7: Restore up to 70 user-days of public hunting and up to 200 user-days of fishing opportunity for selected diminished game species and furbearers by 2012.**

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**Strategy 7.1:** Develop and implement long-range and operational plans for the restoration, management, and use of selected diminished game species and furbearers for which limited sport fishing, hunting, or trapping opportunity may be restored without compromising species conservation.

**Action Plan:**

- 7.1.1 Evaluate the possibility of providing limited hunting opportunity for lesser prairie chickens.
- 7.1.2 Evaluate the possibility of providing limited hunting opportunity for Gould's turkey.
- 7.1.3 Evaluate the possibility of increasing hunting opportunity for desert bighorn sheep.
- 7.1.4 Evaluate the possibility of increasing fishing opportunity for Gila trout.
- 7.1.5 Continue to propagate, stock, and regulate harvest of diminished native game fish.
- 7.1.6 Identify additional diminished game species and furbearers for which limited sport fishing, hunting, or trapping opportunity might be restored without compromising species conservation.
- 7.1.7 Collaborate with affected interests in the development of long-range and operational plans for the restoration, management, and use of the identified species.
- 7.1.8 Establish such hunting and fishing opportunity as is suggested by evaluation results.

**Objective 8: That through 2014 hunting and fishing opportunities are maintained through prevention and control of wildlife diseases.**

**Strategy 8.1:** Detect, monitor, manage, and prevent the spread of wildlife diseases through coordination with the New Mexico Department of Health, the New Mexico Livestock Board, the New Mexico Department of Agriculture, USDA Animal Plant and Health Inspection Service, USDA Wildlife Services, and USDA Veterinary Services and other appropriate agencies.

**Action Plan:**

- 8.1.1 Adopt and enforce rules as required by statute to control, eradicate, or prevent the spread of a contagious disease, pest or parasite, to or among game animals.
- 8.1.2 Upon determination that people or animals are at risk of exposure to infectious or contagious wildlife diseases declare an animal health emergency and take appropriate containment, control, and prevention actions in consultation with health and disease specialists.
- 8.1.3 Engage hunting and fishing interests in detecting and reporting the incidence of wildlife disease encountered in the course of their recreational or commercial pursuits.
- 8.1.4 Collect and analyze specimens for the presence of disease.
- 8.1.5 Manage the importation of protected species of live animals, birds, or fish into New Mexico.
- 8.1.6 Manage the safe transportation and disposal of infected game species.
- 8.1.7 Employ information and outreach to inform the public about recognizing, reporting, and handling infected wildlife and how to avoid transporting and introducing potential pathogens.
- 8.1.8 Maintain spatially explicit records about the incidence of wildlife diseases detected in New Mexico.

## II. Conservation Services Program

### Program Goal

**That the Department's provision of information and technical guidance to hunters, anglers, appreciative wildlife interests, the Director and the State Game Commission, and all persons or agencies that manage lands results in the conservation and enhancement of wildlife habitat and recovery of indigenous species of threatened or endangered wildlife.**

### Objectives, Strategies, and Action Plans

**Objective 1: Conserve, enhance, or positively affect an additional 500,000 acres of wildlife habitat statewide by 2014.**

**Strategy 1.1:** Collaborate with federal, state, and local agencies, tribal governments, non-governmental organizations, and private interests that manage significant land and water areas in New Mexico to plan and implement habitat improvement projects consistent with the habitat conservation prescriptions recommended in the Comprehensive Wildlife Conservation Strategy for New Mexico (CWCS/NM).

#### **Action Plan:**

- 1.1.1 Incorporate and integrate internal application of CWCS/NM prescriptions.
- 1.1.2 Develop a wildlife action plan that narrows the broad array of strategic intentions articulated in the CWCS/NM to focus on near-term conservation priorities.
- 1.1.3 Employ an operational planning process to propose, select, schedule, design, staff, and budget the projects through which the strategic priorities of the wildlife action plan can be implemented.
- 1.1.4 Work interactively with the Energy, Minerals, and Natural Resources Department to effectively integrate CWCS/NM understanding in efforts implementing the Forest and Watershed Health Plan for New Mexico, the State Comprehensive Outdoor Recreation Plan, and the Non-native Phreatophyte/Watershed Plan.

- 1.1.5 Convene an expert workshop to update Department habitat management guidance publications to support CWCS/NM outreach to public and private land managers.
- 1.1.6 Communicate and consult with federal and other state agencies through review of environmental impact statements and other assessments of initiatives that may adversely impact wildlife habitat.
- 1.1.7 Work with partners to improve the effectiveness of the Habitat Stamp, Habitat Validation, Landowner Incentive, and State Wildlife Grant Programs in implementing habitat prescriptions articulated in the CWCS/NM and other Department management plans.
- 1.1.8 Initiate review and revision of the CWCS/NM in 2012.

**Strategy 1.2:** Apply the Habitat Stamp Program (HSP) as a means of implementing habitat prescriptions articulated in the CWCS/NM and other Department management plans.

**Action Plan:**

- 1.2.1 Introduce CWCS/NM habitat prescriptions to USFS and BLM personnel during the HSP interagency meetings.
- 1.2.2 Schedule meetings with appropriate BLM and USFS personnel to develop strategies for integrating CWCS/NM and species management plan habitat prescriptions into the priorities of these agencies.
- 1.2.3 Assign area habitat specialists to develop HSP projects targeted toward CWCS/NM and species management plan habitat prescriptions in cooperation with the USFS and BLM and on applicable Department properties.
- 1.2.4 Target HSP monitoring/survey projects toward CWCS/NM and species management plans habitat prescriptions implemented on USFS, BLM or Department lands.
- 1.2.5 Explore opportunities to expand the scope of the HSP.
- 1.2.6 Complete public outreach in FY 10 in preparation for HSP renewal in 2011.
- 1.2.7 Continue evaluating use of HSP, State Wildlife Grant, and the big game and governor's enhancement programs.
- 1.2.8 Begin implementing revised approach to application of habitat enhancement funds.

**Objective 2: Achieve a commission-approved framework that defines the purposes and policies governing acquisition, management, and use for State Game Commission properties and develop or update 10 wildlife area-specific management plans by 2014.**

**Strategy 2.1:** Develop a process for evaluating properties to acquire or dispose of, and a method for prioritizing acquisition needs.

**Action Plan:**

- 2.1.1 Evaluate current property holdings to determine the value of wildlife habitat provided.
- 2.1.2 Establish a list of properties that may be considered for disposal
- 2.1.3 Evaluate the need to acquire property adjacent to current holdings to establish adequate access, to increase the amount of wildlife habitat available, or to otherwise increase the value of the property for the wildlife resource.
- 2.1.4 Identify other properties that should be acquired as a means of providing important wildlife habitat or recreational opportunities.
- 2.1.5 Focus on integrating partners in all acquisition planning to ensure maximum fiscal leveraging and subsequent management assistance, especially using the Natural Lands Protection Act.

**Strategy 2.2:** Develop management plans for the State Wildlife Management Areas.

**Action Plan:**

- 2.2.1 Determine the priority use of each Wildlife Management Area and Conservation Area.
- 2.2.2 Determine the secondary uses of each Wildlife Management Area that can be conducted without interfering with the priority use or without diminishing the value of the area for wildlife habitat.
- 2.2.3 Write a management plan for each area that provides background information about the area; the current and potential uses of each area; and a schedule of activities necessary to maintain and improve the area so as to meet desired outcomes.
- 2.2.4 Implement maintenance and habitat improvement projects on State Wildlife Management Areas and Conservation Areas through the application of Habitat Validation revenues and federal matching funds.

**Strategy 2.3:** Maintain all Game Commission properties in safe and serviceable condition.

**Action Plan:**

- 2.3.1 Implement property maintenance and upgrade projects currently identified in the five-year Capital Projects Plan.
- 2.3.2 Continually inspect Game Commission properties to identify and address additional maintenance needs such as facility replacements or upgrading to code, replacement of underground fuel storage tanks or effluent treatment systems, dam rehabilitation, road maintenance, or fencing.
- 2.3.3 Format and prepare an electronic file of projects to display project actions, location, timing, priority, and estimated cost to be available for awareness and interactive planning within the Department.

**Objective 3: By 2014 attain measurable progress toward the restoration of wildlife identified as being at risk of depletion or extinction.**

**Strategy 3.1:** Conduct biennial reviews of all indigenous wildlife currently listed as threatened or endangered by the state.

**Action Plan:**

- 3.1.1. Monitor the status of all indigenous wildlife currently on the state threatened or endangered species list.
- 3.1.2. Identify state listed threatened or endangered species that should be considered for a change in listing status.
- 3.1.3. Schedule and announce the intent to conduct a biennial review in accordance statutory and regulatory provisions.
- 3.1.4. Present recommendations to the State Game Commission for consideration and action.
- 3.1.5. Implement State Game Commission action.

**Strategy 3.2:** Investigate and assess the status of species the Department suspects to be threatened or endangered and develop recommendations as to whether or not they should be listed.

**Action Plan:**

- 3.2.1. Conduct studies to confirm the status of indigenous wildlife suspected of being threatened or endangered.
- 3.2.2. Identify species that should be considered for listing as threatened or endangered.
- 3.2.3. Schedule and announce the intent to conduct a biennial or other review in accordance with statutory and regulatory provisions.
- 3.2.4. Present recommendations to the State Game Commission for consideration and action.
- 3.2.5. Implement State Game Commission action.

**Strategy 3.3:** Develop and implement plans for the management and recovery of state listed threatened or endangered species.

**Action Plan:**

- 3.3.1. Identify threatened or endangered species requiring similar habitats or sharing common threats and for which multiple-species recovery plans may be appropriate.
- 3.3.2. Identify threatened or endangered species whose habitats or threats are unique and for which single species recovery plans are required.
- 3.3.3. Develop sufficient background information so that interested entities might understand how recovery plan implementation might affect them.
- 3.3.4. Schedule and implement public information meetings in accordance with statutory and regulatory provisions such that public and private entities may learn of our intent to develop a recovery plan and inform our understanding of issues potentially relevant to recovery plan implementation.
- 3.3.5. Solicit the interest of public and private entities in serving on an advisory committee to develop specified recovery plans.
- 3.3.6. Appoint the Recovery Plan Advisory Committee.
- 3.3.7. Develop the draft recovery plan so as to attain statutorily prescribed objectives.
- 3.3.8. Provide copies of the draft recovery plan to public and private entities that may be affected.
- 3.3.9. Present a final recovery plan to the State Game Commission for consideration within two years of the species' initial listing.

- 3.3.10. Subsequent to Commission approval, seek the cooperation of appropriate public and private entities, and implement the plan.
- 3.3.11. Assure incorporation and cross-walking between recovery plans and other Department planning endeavors.
- 3.3.12. Recognize that, in some circumstances, the only feasible conservation actions may be limited to those that sustain a species within its currently existing range.

**Strategy 3.4:** Provide public, state, and private entities with guidance for conserving and improving populations of threatened or endangered wildlife.

**Action Plan:**

- 3.4.1. Employ print and electronic media, personal contacts, educational opportunities, and cooperative agreements or partnerships to encourage conservation and improvement of indigenous threatened and endangered wildlife populations.
- 3.4.2. Communicate and consult with state and federal agencies and industry through review of environmental impact statements and other assessments of initiatives that may adversely impact wildlife habitat.
- 3.4.3. Develop a framework or process for proactive outreach that would target landowners and agencies that have species of greatest conservation need.

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**Strategy 3.5:** Collaborate with state, federal, and tribal governments in the recovery of federally listed species occurring in, or extirpated from, New Mexico.

**Action Plan:**

- 3.5.1 Determine wildlife that are federally-listed or have been extirpated from NM.
- 3.5.2 Determine which if any of these taxa still have suitable habitat or potentially suitable habitat (i.e. restoration potential) in New Mexico.
- 3.5.3 Determine which taxa are least likely to increase or repopulate potential habitats in New Mexico on their own, without additional conservation efforts.
- 3.5.4 Assess existing recovery efforts and partnerships.
- 3.5.5 Evaluate which restoration efforts would have the highest probability of success.

3.5.6 Implement cooperative conservation and recovery programs through work, agreements, etc. with other managers.

3.5.7 Formalize the process for determining when to adopt federal recovery plans that would augment the preparation of NMDGF plans.

3.5.8 Further explore alternatives under Section 10 of ESA to promote species recovery that is more expeditious and acceptable to private landowners.

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**Objective 4. That legal and illegal take of threatened or endangered species or subspecies does not impede the prospects for their recovery.**

**Strategy 4.1:** Direct supplemental enforcement effort to locations known or expected to have a significant incidence of violations.

**Action Plan:**

4.1.1 Identify locations known or suspected to have a significant number of violations.

4.1.2 Schedule additional enforcement actions and manpower so as to target such locations for enforcement emphasis.

**Strategy 4.2:** Allocate enforcement efforts so as to support species management or other subprogram objectives impeded by issues of noncompliance.

**Action Plan:**

4.2.1 Include non-compliance issues and strategies in long-range species management, recovery, and other subprogram plans.

4.2.2 Schedule actions to address non-compliance issues in subsequent operational plans.

4.2.3 Annually review operational plans for required enforcement actions.

4.2.4 Coordinate implementation of enforcement actions needed to support species management and other subprogram objectives.

**Strategy 4.3:** Conduct statewide and focused detection, apprehension, and prosecution of persons violating Wildlife Conservation Act and its implementing rules.

**Action Plan:**

- 4.3.1 Conduct law enforcement patrols.
- 4.3.2 Conduct roadblocks.
- 4.3.3 Conduct night patrols.
- 4.3.4 Conduct special operations.
- 4.3.5 Patrol wilderness areas.
- 4.3.6 Conduct covert investigations.
- 4.3.7 Investigate unlawful commercialization.
- 4.3.8 Employ modern investigative techniques such as: DNA, remote video surveillance, firearms and tool marks.

**Strategy 4.4:** Track the number of individuals of threatened or endangered species that are permitted for take through scientific collecting permits issued by the department.

**Action Plan:**

- 4.4.1 Develop and populate a database that includes all permitted take of threatened or endangered species.
- 4.4.2 Incorporate the numbers of threatened or endangered species recorded as being taken illegally.
- 4.4.3 Review annual permit reports to quantify numbers of individuals taken.
- 4.4.4 Annually assess the annual take of threatened and endangered species to establish limits for the forthcoming year.

**Objective 5: Provide at least 10,000 experience-days of access annually to new year-round appreciative wildlife experiences on at least 25 State Game Commission wildlife areas or other lands and/or opportunities to participate in specialized NMDGF conservation activities by 2012.**

**Strategy 5.1:** Implement Gaining Access Into Nature (GAIN) opportunities that demonstrate the conservation and economic benefits of new types of wildlife-associated recreation.

**Action Plan:**

- 5.1.1. Identify innovative and readily sought specialized opportunities for wildlife-associated recreation on selected State Game Commission and other lands.
- 5.1.2. Conduct a study to identify publics to whom GAIN might most successfully be marketed and the most effective media by which to reach them.
- 5.1.3. Employ the identified media to market GAIN directly to the target publics most likely to participate.
- 5.1.4. Monitor and evaluate GAIN-induced participant satisfaction, conservation and economic benefits.
- 5.1.5. Adapt GAIN as necessary to provide an appropriate number of opportunities/year, high participant satisfaction, and favorable cost-benefit results.
- 5.1.6. Stimulate public recognition of GAIN-induced conservation, recreational, and economic benefits through information and outreach.
- 5.1.7. Explore opportunities for partnerships with others offering outdoor and wildlife-associated recreational experiences.

**Objective 6: That by 2012 all dams on State Game Commission property are deemed safe, operational, and in compliance with Dam Safety Bureau regulations.**

**Strategy 6.1:** By December 31, 2010 ensure that the 3 State Game Commission owned dams in high hazard locations meet the applicable and budgeted requirements of the dam safety rules and regulations.

**Action Plan:**

- 6.1.1 Contract with a NM licensed professional engineer to develop an emergency action plan including inundation mapping for each of the high hazard dams.
- 6.1.2 Contract with a NM licensed professional engineer to develop an operation and maintenance manual for each of the high hazard dams.
- 6.1.3 Implement planned repairs at Lake Roberts.

**Strategy 6.2:** By December 31, 2009 ensure that the 5 State Game Commission owned significant hazard dams meet the requirements of the dam safety rules and regulations.

**Action Plan:**

- 6.2.1 Contract with a NM licensed professional engineer to develop an emergency action plan including inundation mapping for each of the significant hazard dams.
- 6.2.2 Contract with a NM licensed professional engineer to develop an operation and maintenance manual for each of the significant hazard dams.

**Strategy 6.3:** Enhance the Department's capacity to exercise cost-effective, competent, and consistent professional engineering oversight for dam renovation and other construction projects.

**Action Plan:**

- 6.3.1 Create and fill a General Fund or General Fund/Game Protection Fund supported position for a licensed professional engineer within the Department or the Office of the State Engineer.

**Objective 7: That the Department retains its capacity to competently participate in the resolution of evolving global, continental, and regional scale environmental and ecological issues or trends that could have a significant impact on New Mexico's wildlife.**

**Strategy 7.1:** Maintain an understanding of the current state of global climate change and potential impacts to New Mexico.

**Action Plan:**

- 7.1.1 Participate in opportunities to exchange information with federal and state agencies, scientific bodies, and other interested parties so as to remain knowledgeable about the effects of climate change on New Mexico's land and water resources, agriculture, and biodiversity.

**Strategy 7.2:** Work with the Aquatic Invasive Species (AIS) Advisory Committee and the Aquatic Nuisance Species Task Force (ANSTF) in finalizing the New Mexico's AIS Plan and implementing its detection and monitoring components.

**Action Plan:**

- 7.2.1 Designate staff to maintain affiliation with the AIS Advisory Committee and ANSTF, coordinate related Department AIS detection and monitoring activities, and keep the Department informed of the status of AIS in New Mexico.

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# III. Wildlife Depredation and Nuisance Abatement Program

## Program Goal

**That the Department’s depredation and nuisance complaint administration and intervention processes meet the expectations of private landowners, leaseholders, and other New Mexicans for relief and preclusion from property damage, annoyances, and threats to public safety caused by protected wildlife.**

## Objectives, Strategies, and Action Plans

**Objective 1: Resolve 95% of depredation complaints through 2014 within one year of a problem being reported and verified.**

**Strategy 1.1:** Continue to provide a high level of efficiency in responding to wildlife complaints.

### **Action Plan:**

- 1.1.1. Identify impediments to efficiency within the complaint response process.
- 1.1.2. Revise complaint processing and documentation as necessary to overcome impediments to efficiency.

**Strategy 1.2:** Identify and implement innovative interventions that have the potential to permanently resolve wildlife depredation complaints.

### **Action Plan:**

- 1.2.1. Monitor the effectiveness of control techniques applied in New Mexico and other states.

- 1.2.2. Assess public acceptance of potentially effective control techniques.
- 1.2.3. Establish depredation control policy that specifies use of techniques found to be most effective and acceptable.
- 1.2.4. Train staff in the effective use of state of the art intervention techniques.
- 1.2.5. Target depredating populations for redistribution or reduction through public hunting in situations where this approach is considered effective.
- 1.2.6. Prepare a comprehensive staff guidance handbook to promote more consistent depredation resolution and record-keeping among all Department staff.

**Strategy 1.3:** Supplement Department manpower, equipment, and technical expertise.

**Action Plan:**

- 1.3.1. Maintain a cooperative service agreement with USDA Wildlife Services, for assistance in the verification, abatement, and reporting of wildlife-caused depredation, nuisance, or threats to public safety.
- 1.3.2. Consult with USDA Wildlife Services, to jointly develop annual Work and Financial Plans for animal damage control measures to be implemented by Wildlife Services.
- 1.3.3. Use properly trained reserve conservation officers to accompany and assist Department conservation officers implementing abatement measures.
- 1.3.4. Engage professional damage assessors to evaluate claims of economic loss due to depredation events.

**Objective 2: That costs associated with depredation prevention and intervention are equitably distributed among all stakeholders by 2012.**

**Strategy 2.1:** Seek statutory change that equitably distributes responsibility for depredation and provides additional financial support for depredation interventions.

**Action Plan:**

- 2.1.1 Pursue creation of authority in Chapter 17 that provides for a community-based approach to resolving human-wildlife conflicts through a variety of alternative preventative or remedial actions, including direct payments for accepting wildlife presence and documented damages, as approved by a public committee/board including the Department.
- 2.1.2 Pursue provision of an associated funding mechanism from the General Fund that provides one-half of program costs from public interest participation, one-fourth from the existing Depredation/Damage Fund, and one-fourth from County/local interests.
- 2.1.3 Establish policy or regulations under the above-mentioned authority and funding mechanism defining the obligations of individual landowners regarding prevention and remediation of depredation on their properties.
- 2.1.4 Participate in studies that provide better understanding of human-wildlife conflicts and result in the development of more effective and acceptable management responses.

**Objective 3: That through 2014 the Department's interventions and public awareness initiatives minimize the potential for harm to people during encounters with dangerous wildlife.**

**Strategy 3.1:** Inform people how to minimize the potential for dangerous interactions with wildlife.

**Action Plan:**

- 3.1.1. Publish and distribute brochures about the potential dangers of interactions with bears and cougars and how to behave when encounters occur.
- 3.1.2. Produce and distribute TV spots to discourage people from purposefully or accidentally feeding bears or other dangerous species.
- 3.1.3. Visit with homeowner and resort associations to encourage practices that avoid attracting nuisance wildlife.
- 3.1.4. Produce a documentary movie/video product about cougars in urban settings.

**Strategy 3.2:** Capture and remove wildlife found in potentially dangerous proximity to people.

**Action Plan:**

- 3.2.1. Continually train staff in wildlife restraint techniques and in safe handling of associated drugs.
- 3.2.2. Maintain required inventory and control of capture drugs.
- 3.2.3. Equip staff for wildlife capture and relocation.
- 3.2.4. Respond promptly to nuisance wildlife complaints.
- 3.2.5. Control wildlife capture sites and processes so as to insure public safety.
- 3.2.6. Transport nuisance wildlife to release sites that minimize their future threat to public safety.
- 3.2.7. Maintain a database of nuisance wildlife complaints.

## IV. Administration Program

### Program Goal

**That the Department's provision of an adequate and flexible system for furnishing direction, oversight, accountability, and support to all divisions results in the attainment of planned outcomes for all Department programs.**

### Objectives, Strategies, and Action Plans

**Objective 1: That through 2014 decisions are being made within the context of relevant biological, ecological, physical, social, economic, political, and legislative factors organized in spatial relationships.**

**Strategy 1.1:** Develop plans that establish purpose and direction within a context of relevant biological, ecological, physical, social, economic, political, legislative, and spatial factors and install processes that fully integrate staff in assessing, managing, and delivering desired outcomes.

#### **Action Plan:**

- 1.1.1 Continue to develop long range resource management plans at the subprogram level that are based on a principle of "Conservation and Management in Context".
- 1.1.2 Develop operational plans that are advised by relevant context information that has been delivered to Department staff in convenient and understandable written and visual form.
- 1.1.3 Budget for operational plan implementation.
- 1.1.4 Relate employee job assignments to operational plans.
- 1.1.5 Implement operational plans.
- 1.1.6 Monitor implementation process.
- 1.1.7 Adjust implementation as necessary.

**Strategy 1.2:** Develop administrative policy that (1) clearly defines the processes by which specific kinds of decisions are made and (2) assigns responsibility for process components within the line-staff structure.

**Action Plan:**

- 1.2.1 Identify processes needing definition.
- 1.2.2 Map selected processes.
- 1.2.3 Assign responsibility for process components.

**Strategy 1.3:** Provide continuity of short-term actions with long-term direction.

**Action Plan:**

- 1.3.1 Employ structured problem solving processes to resolve issues within the context of the Department's strategic and long-range plans.

**Strategy 1.4:** Continually evaluate and improve efficiency, quality, and effectiveness of Department administrative processes.

**Action Plan:**

- 1.4.1 Identify current permitting, authorization, reporting or other work processes that are not meeting performance targets or may otherwise warrant evaluation.
- 1.4.2 Conduct a work process analysis to reveal and understand inefficiencies or problems associated with processes at issue.
- 1.4.3 Develop and implement more efficient and effective work process alternatives.
- 1.4.4 Develop a comprehensive databasing and updating process to support broad public awareness of management and conservation actions contemplated by the Department.

**Objective 2: That through 2014 management and control of the Department's financial resources, assets, and procurements complies with applicable laws, regulations, and accounting/procurement standards.**

**Strategy 2.1:** Maintain financial and procurement accountability and integrity.

**Action Plan:**

- 2.1.1. Establish and adhere to the highest standards of financial control and accountability in all areas of the licensing section and control process.
- 2.1.2. Adhere to the required state procurement code in procurement of all Department goods and services.
- 2.1.3. Establish and/or adhere to state laws, regulations and best practices in property inventory management and internal controls.
- 2.1.4. Maintain and update all financial records and databases to ensure full financial disclosure and adequate resource management information for top management decision-making.
- 2.1.5. Monitor and report in accord with prescribed formats the Department's financial status once per month.
- 2.1.6. Correct processes that result in audit exceptions or findings.
- 2.1.7. Follow established procedures to ensure financial accountability and strong internal control in the grant management process.

**Strategy 2.2:** Periodically assess the capacity of future Department revenues to fund basic functions, services, and anticipated enhancements.

**Action Plan:**

- 2.2.1. Establish which functions and services are basic and necessary to maintain mandated Department operations and which initiatives should be considered enhancements.
- 2.2.2. Collaborate with the Game Commission in reviewing basic functions and services and selecting desired future enhancements.
- 2.2.3. Project the funding level necessary to support basic functions and services and desired enhancements.
- 2.2.4. Project anticipated revenues and related annual cash flow characteristics.
- 2.2.5. Assess and report findings and conclusions, including identification of effective dates for revenue increases found necessary in the assessment process.
- 2.2.6. Research federal grant availability for funding of proposed enhancements.
- 2.2.7. Identify actions with the potential to reduce energy consumption and related costs without compromising Department functions and services.

**Strategy 2.3:** Target appropriate future legislative sessions during which to propose license fee increases and/or alternative funding found necessary for support of basic functions and desired enhancements.

**Action Plan:**

- 2.3.1. Create a timeline delineating the tasks, completion dates, and staff responsibilities (including project leadership) for the process of developing and proposing legislation to increase Department revenues.
- 2.3.2. Implement and monitor the revenue increase project.
- 2.3.3. Focus on developing funding mechanisms that derive revenue from the full array of public that benefit from wildlife and habitat conservation programs.

**Strategy 2.4:** Maintain oversight and accountability of federal grant projects in accordance with applicable regulations and policies.

**Action Plan:**

- 2.4.1 Conduct quarterly reviews.
- 2.4.2 Develop and submit performance reports.
- 2.4.3 Conduct site visits.
- 2.4.4 Communicate and coordinate regularly with the U.S. Fish and Wildlife Service.

**Objective 3: Maintain executive and legislative branch confidence in the Department through 2014.**

**Strategy 3.1:** Maintain frequent and continuous interactions with the governor's office and legislators.

**Action Plan:**

- 3.1.1 Participate regularly in cabinet and other meetings with governor's office staff.
- 3.1.2 Continually inform and update the governor's office and potentially affected legislators of issues and opportunities evolving within areas of Commission and Department responsibility.
- 3.1.3 Maintain continual availability of executive staff for consultation with the governor's office and legislators during legislative sessions.
- 3.1.4 Provide objective, timely, and informative responses to requests for bill analyses.
- 3.1.5 Annually ask key members of the legislative and executive branches to express their level of confidence in the Department and

to identify aspects of our performance that, from their perspective, need improvement.

- 3.1.6 Ensure inclusion of legislator recognition in Department information products about programs/projects that have occurred because of specific legislator support or involvement.
- 3.1.7 Fully engage with the Legislative Sportsmen's Caucus to establish acquaintance and identify initiatives of mutual interest.

**Strategy 3.2:** Instill legislative recognition of the Department's year-round endeavors to support use of wildlife and associated conservation and management actions.

**Action Plan:**

- 3.2.1 Provide weekly reporting to governor's staff regarding matters that may be of use in effective interaction with legislators statewide.
- 3.2.2 Ensure governor's staff and legislators are invited to interesting Department activities.
- 3.2.3 Ensure legislators are invited to attend State Game Commission meetings when conducted in their districts.
- 3.2.4 Provide information to interim committees when requested.

**Objective 4: That through 2014 affected interests rate the Department as a knowledgeable and competent manager of the state's wildlife and are 75% satisfied with the Department's resolution of wildlife management issues.**

**Strategy 4.1:** Inform Department/Commission decision making through survey and research work that clarifies status of, and issues related to, selected wildlife populations and the impacts of our management strategies thereon.

**Action Plan:**

- 4.1.1. Identify resource management issues for which resolution would be enhanced by the availability of additional data.
- 4.1.2. Direct appropriate Department units to plan, schedule, budget for, and implement necessary survey or research projects within specified timeframes.

**Strategy 4.2:** Maintain and enhance staff competencies and effectiveness through continual exposure to basic, state of the art, and cross-discipline training opportunities and maintenance of professional affiliations.

**Action Plan:**

- 4.2.1. Encourage employees to identify their personal growth aspirations and desired training opportunities through state-approved performance evaluation processes and forms.
- 4.2.2. Identify areas in which employee competencies need improvement.
- 4.2.3. Provide training opportunities through which staff may learn new techniques and technologies.
- 4.2.4. Provide additional training opportunities as necessary to keep officers current on case law and other legal developments.
- 4.2.5. Provide officers broad conservation-related training to complement their specialized law enforcement competencies.
- 4.2.6. Promote intra-divisional training to increase awareness of management priorities and agency directives.
- 4.2.7. Encourage and fund those professional affiliations anticipated to enhance employees' on the job competencies.
- 4.2.8. Provide officer training, supervision and direction in the enforcement of mandated conservation officer responsibilities to legally promulgated statutes and rules that protect citizens and property.

**Strategy 4.3:** Improve public awareness of the Department's initiatives to manage the state's wildlife, including its law enforcement efforts

**Action Plan:**

- 4.3.1. Publish statistical reports, such as the annual law enforcement effort and accomplishments report, in the New Mexico Wildlife Magazine and on the Department website.
- 4.3.2. Identify new creative communication techniques that will showcase the agency in a positive light to maximize our outreach and marketing efforts.
- 4.3.3. Fully utilize current media outlets.
- 4.3.4. Actively participate in public events (i.e. NM State Fair, Expo New Mexico, Bob Gerding's Outdoor show) that incorporate public interaction.

**Strategy 4.4:** Enhance the availability and utility of data to inform decisions through the development and integration of a centralized comprehensive database management system.

**Action Plan:**

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- 4.4.1. Centralize authority for all database development, integration, and management.
- 4.4.2. Create/maintain, and make available as appropriate, a geo-spatial information system that supports the principle of “Conservation and Management in Context”.
- 4.4.3. Create/maintain, and make available as appropriate, a species descriptive system.
- 4.4.4. Create/maintain, and make available as appropriate, a species, ecosystem, and resource use modeling system.
- 4.4.5. Create/maintain, and make available as appropriate, a data analysis and reporting system.
- 4.4.6. Create/maintain, and make available as appropriate, a data and information library.
- 4.4.7. Create and maintain a centralized Activity Based Management and Costing System.

**Strategy 4.5:** Obtain supplementary manpower, expertise, and resources for data and information development and retrieval through contracts, agreements, and volunteers.

**Action Plan:**

- 4.5.1. Identify initiatives for which supplementary manpower or expertise is required.
- 4.5.2. Pursue contracts or agreements with appropriate entities.

**Strategy 4.6:** Employ citizen participation and other alternative dispute resolution (ADR) processes to manage wildlife-related issues among affected parties.

**Action Plan:**

- 4.6.1. Annually target specific issues for public involvement or other ADR techniques.
- 4.6.2. Develop public involvement and/or ADR plans for targeted issues.
- 4.6.3. Implement public involvement and ADR plans.
- 4.6.4. Inform interested publics of resultant decisions and rationale.
- 4.6.5. Familiarize employees with the provisions of the Governmental Dispute Resolution Act.
- 4.6.6. Train employees in the application of ADR techniques to public issues.
- 4.6.7. When necessary, employ professional services contracting to implement citizen participation and other ADR processes.

**Objective 5: That by 2012 the composition of the Department's workforce is representative of the diversity of New Mexico's population.**

**Strategy 5.1:** Recruit applicants from a variety of cultural environments.

**Action Plan:**

- 5.1.1. Participate in local high school and university career fairs.
- 5.1.2. Present job and career information to students in the various cultural organizations on university campuses.
- 5.1.3. Ensure education and experience requirements of positions being recruited are relevant job requirements.
- 5.1.4. Advertise positions through the prescribed State Personnel process, ensuring that open recruitment periods are sufficiently long to contact prospective applicants and that recruitment is broadly distributed to promote a competitive applicant pool.
- 5.1.5. Ensure an equitable interview process for all applicants.
- 5.1.6. Employ individuals who are the most qualified for each position.

**Strategy 5.2:** Encourage employees to apply for promotional positions.

**Action Plan:**

- 5.2.1. Encourage employees to cross train whenever possible.
- 5.2.2. Encourage employees to evaluate their current knowledge, skills and abilities to be ready to promote within the Department.
- 5.2.3. Encourage employees to develop new knowledge, skills and abilities to prepare for promotional opportunities.
- 5.2.4. Announce current recruitment internally as positions are advertised.
- 5.2.5. Design and implement mentoring and experience building programs.

**Strategy 5.3:** Apply Alternative Dispute Resolution (ADR) techniques to the management of personnel issues.

**Action Plan:**

- 5.3.1. Familiarize employees with the provisions of the Governmental Dispute Resolution Act.
- 5.3.2. Train employees in the application of ADR techniques to personnel issues.
- 5.3.3. Update Department personnel policies to include the use of ADR.
- 5.3.4. Address compensation issues at the agency level.

**Strategy 5.4:** Maintain an average annual position vacancy rate of no more than 8% and fill vacancies within timeframes established in agency performance measures.

**Action Plan:**

- 5.4.1. The Human Resource Division will provide Assistant Directors with a monthly comprehensive report of the status of all vacant positions.
- 5.4.2. Assistant Directors will review the report and ensure all vacant positions are acted on within a timely manner.
- 5.4.3. Division Chiefs will evaluate job duties of vacant positions as they occur and take appropriate action.

**Objective 6: That the public understands and is aware of opportunities to participate in Department programs through 2014.**

**Strategy 6.1:** Provide information that enhances public understanding and awareness of program initiatives.

**Action Plan:**

- 6.1.1. Provide writing, editing, video, photographic and publishing services needed to implement the information dissemination strategies of other programs.
- 6.1.2. Provide media interviews regarding current program-related issues.
- 6.1.3. Provide informational displays at public functions.
- 6.1.4. Produce a television show related to wildlife-associated recreation.

**Strategy 6.2:** Provide the information people need to benefit from Department programs.

**Action Plan:**

- 6.2.1. Maintain a telephone answering system that provides clients with a prompt response to their inquiries.
- 6.2.2. Create and distribute electronic newsletters.
- 6.2.3. Maintain an Internet web site with information of current interest to clients.
- 6.2.4. Publish and distribute informational hunting and fishing regulation booklets.
- 6.2.5. Publish informational brochures, maps, and posters.
- 6.2.6. Publish news releases.
- 6.2.7. Publish a periodic newspaper insert.
- 6.2.8. Provide clients reports from the Department's special hunts, E-PLUS and A-PLUS systems, guide and outfitter, shooting preserve, and other databases.

**Objective 7. That through 2014 our programs have expanded to provide an objective, balanced approach to conserving the full array of New Mexico's wildlife species and are providing outcomes that meet the interests of the broad spectrum of people who seek wildlife-associated recreation and information.**

**Strategy 7.1:** Identify the entire set of characteristics that describe the people who seek wildlife-related services from the Department.

**Action Plan:**

- 7.1.1 Engage a marketing professional to design and implement a process to identify appropriate characteristics.

**Strategy 7.2:** Acquire the statutory authorities necessary to conduct full spectrum species and habitat conservation activities and create reliable public-based sources of funding to support them.

**Action Plan:**

- 7.2.1 Identify statutory authorities necessary for full-spectrum conservation.
- 7.2.2 Engage a marketing professional to assess public support.
- 7.2.3 Assess legislative and executive branch support for necessary statutory changes.

**Strategy 7.3:** Derive financial support from the entire range of people and processes that affect and use wildlife and their habitats.

**Action Plan:**

- 7.3.1 Devise and implement a plan to pursue alternative funding sources.

**Strategy 7.4:** Instill client recognition of the Department's year-round endeavors to support use of wildlife and associated conservation and management actions.

**Action Plan:**

- 7.4.1 Publish information about year-round endeavors in issues of NM Wildlife magazine and the Department's web site.
- 7.4.2 Publicize year-round endeavors on the Department's TV show.
- 7.4.3 Display the Year-round Excellent Services logo on all Department publications.

**Objective 8: That by 2012 100% of the Department's work force is equitably and consistently compensated.**

**Strategy 8.1:** Re-assess annual compensation status of entire Department workforce.

**Action Plan:**

- 8.1.1 Access and compile compensation information from State personnel employee records system.
- 8.1.2 Analyze compensation changes that have occurred since the beginning of the previous fiscal year.
- 8.1.3 Determine impacts of any changes in the statewide compensation structure on employee compa ratios.

- 8.1.4 Ensure compensation is judged following review of each employee for placement in the Phase and Zone of Capability and Proficiency assessment for career progression.

**Strategy 8.2:** Determine appropriate compensation adjustments.

**Action Plan:**

- 8.2.1 Compare all employee compensation levels to approved compensation model.
- 8.2.2 Identify and compile proposed compensation adjustments for appropriate employees based on approved compensation model.

**Strategy 8.3:** Calculate, submit and champion required appropriations necessary to support proposed compensation adjustments.

**Action Plan:**

- 8.3.1 Price both salaries and benefits of all proposed compensation adjustments.
- 8.3.2 Determine impact of proposed compensation adjustment on total Department revenue estimates.
- 8.3.3 Determine best strategy to champion compensation adjustment appropriations request by including it in annual budget submission or requesting separate legislation.

**Objective 9: Attain an increase of \$1 million in funding derived from federal grants and other partnerships by 2014.**

**Strategy 9.1:** Participate in and ensure eligibility for long-standing and established federal grant opportunities.

**Action Plan:**

- 9.1.1 Follow established work processes that are designed to ensure compliance with federal and state regulations governing grant programs (OMB Circulars A-87 and A-133, 50 and 43 CFRs, NEPA, SHPO, etc.).
- 9.1.2 Conduct annual Single Audit of Department's federal grants programs.
- 9.1.3 Develop and implement a strategy to increase number of hunting and angling license buyers as well as retain existing buyers.

**Strategy 9.2:** Attain revenues from new sources of federal grant program funds or other financial partnerships.

**Action Plan:**

- 9.2.1 Investigate new federal grant and other financial partnership opportunities (competitive and non-competitive) and determine relationship to Department's mission.
- 9.2.2 Actively pursue federal grant and other financial partnership opportunities that will directly benefit Department operations, wildlife and/or wildlife habitat.
- 9.2.3 Implement new federal grant programs and other financial partnership opportunities into Department operations and obtaining necessary program expansion (FTE, budget, etc.) if necessary.

**Strategy 9.3:** Explore, attain and foster new partnerships that are beneficial to the Department mission.

**Action Plan:**

- 9.3.1 Investigate and pursue new partnership opportunities with other NM state agencies.
- 9.3.2 Investigate and pursue new partnership opportunities with universities, local governments, quasi-governmental and non-profit organizations.
- 9.3.3 Investigate and pursue new partnership opportunities with other Department stakeholders.
- 9.3.4 Promote partnerships through public outreach.

**Objective 10: That the Department's Information Technology (IT) operations meet DoIT-approved IT Plan performance metrics through 2014.**

**Strategy 10.1:** Monitor the Department's IT resources to ensure compliance with state and Department initiatives.

**Action Plan:**

- 10.1.1. Maintain an inventory of IT resources.
- 10.1.2. Maintain staff competencies in relevant IT knowledge, skills, and abilities.
- 10.1.3. Replace outdated IT resources.

- 10.1.4. Maintain electronic and physical controls to secure IT resources from internal and external threats.
- 10.1.5. Use agile development methodologies to control IT projects and initiatives.

**Strategy 10.2:** Consolidate IT resources within the Information Systems Division (ISD) to enhance the development, integration, management, and availability of information.

**Action Plan:**

- 10.2.1. Centralize the authority and management for all database, applications, and systems design, development and implementation within the ISD.
- 10.2.2. Maintain the ISD under the direction of the Office of the Director.
- 10.2.3. Work with other state enterprise agencies to maximize IT resources and opportunities.

**Strategy 10.3:** Expand the ability to design, develop, implement and collect information with supplemental IT resources.

**Action Plan:**

- 10.3.1 Identify initiatives for which supplementary manpower or expertise are required.
- 10.3.2 Pursue contracts or agreements with appropriate entities to acquire IT resources and support.
- 10.3.3 Develop information delivery processes that support provision of information to Department staff necessary to conduct planning and make judgments consistent with relevant biological, ecological, physical, social, economic, political, and legislative factors in spatial context.

**Strategy 10.4:** Create a framework of Oracle and Linux / Apache / MySQL / PHP (LAMP) tools and technologies for the Department's Applications and Development infrastructure.

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**Action Plan:**

- 10.4.1 Define existing databases, applications, and business systems that require standardization or enhancement.
- 10.4.2 Define gaps in the current environment requiring the introduction of new tools and technology.

- 10.4.3 Plan a comprehensive framework using multi-tiered architecture, discrete steps, and agile iterations.
- 10.4.4 Implement, monitor, and adjust each step/iteration while ensuring continuity of operations for Department business systems.
- 10.4.5 Complete and evaluate each step/iteration and incorporate its final production version into the overall framework.

WDG  
7/28/08