

Strategic Plan
New Mexico Department of Game and Fish
FY 2013 through FY 2018



James S. Lane, Jr.
Director

Effective August 1, 2012

Executive Summary

Over the past several years, the demands on the State's wildlife resources have evolved due to changing interests of the public, management practices for both wildlife and their associated habitats, and the need for the Department to utilize existing personnel and fiscal resources in the most efficient manner possible.

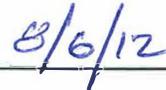
This strategic plan is a reflection of the Department's recognition of a need to change Department structure and goals to meet the ever changing operating environment.

Department services are partitioned into four programs with activities grouped by statutory purpose and outcome:

- I. Field Operations (P716)
- II. Conservation Services (P717)
- III. Wildlife Depredation and Nuisance Abatement (P718)
- IV. Program Support(P719)



Approved by James S. Lane, Jr., Director



Date

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Mission Statement

The Department's mission is to conserve, regulate, propagate and protect the wildlife and fish within the State using a flexible management system that ensures sustainable use for public food supply, recreation and safety; and to provide for off-highway motor vehicle recreation that recognizes cultural, historic, and resource values while ensuring public safety.

Philosophy

The Department believes our primary responsibilities are:

1. To make sustainable wildlife management decisions that benefits the hunters, anglers and trappers of the State of New Mexico in the most effective manner.
2. To ensure 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.
3. To promote and hire highly qualified professional personnel to carry out the Department's mission in a manner that fully reflects the Department's commitment to scientific integrity, teamwork and stewardship of the resource.

Vision of Desired Future

New Mexico Department of Game and Fish

Expectations through 2025 with focus on 2013-2018

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

- Provides objective and balanced conservation programs to benefit the full range of wildlife species and habitats statewide,
- Provides academic and skills-based education programs to the wide spectrum of people who seek wildlife-associated recreation.
- Recognizes the spectrum of people who seek wildlife-associated recreation, appreciation, and information for themselves and their families while emphasizing hunting, fishing, and trapping,
- Derives its financial support from the entire range of people and processes that affect, use, and impact 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,
- Organizes and operates efficiently and effectively across all Divisions.

Field Operations P716

The purpose of the Field Operations program is to promote and assist in the implementation of Department-supported law enforcement, resource management, habitat, and public outreach programs throughout the State.

Objective 1: That through 2018 hunting, trapping and fishing opportunities and off-highway motor vehicle recreation are maintained through public compliance with laws and rules.

Strategy 1.1: Conduct routine statewide detection, apprehension, and prosecution of persons violating wildlife and off-highway motor vehicle laws and their implementing rules to support public safety, management and deter illegal activities.

Action Plan:

- 1.1.1 Conduct law enforcement patrols and routine investigations
- 1.1.2 Conduct roadblocks.
- 1.1.3 Conduct night patrols.
- 1.1.4 Patrol wilderness and other special use areas.
- 1.1.5 Employ modern investigative techniques such as: DNA, remote video surveillance, firearms and tool marks.

Strategy 1.2: Direct enforcement effort to locations known or expected to have a significant incidence of violations.

Action Plan:

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

Strategy 1.3: Allocate field operation efforts to support species management or other sub-program objectives

Action Plan:

- 1.3.1 Coordinate with resource divisions to identify resource division objectives impeded by issues of non-compliance
- 1.3.2 Include non-compliance issues and strategies in long-range species management and other sub-program plans.

- 1.3.3 Schedule actions to address non-compliance issues in subsequent operational plans.
- 1.3.4 Annually review operational plans for required enforcement actions.
- 1.3.5 Coordinate implementation of enforcement actions needed to support species management and other sub-program objectives.
- 1.3.6 Field operations work with Resource Divisions to accomplish resource management goals

Strategy 1.4: Monitor, evaluate, and improve the effectiveness of our wildlife and off-highway motor vehicle law enforcement efforts.

Action Plan:

- 1.4.1 Monitor levels of enforcement effort, number of citations issued, proportion of successful prosecutions, compliance rates, and other parameters necessary to evaluate the effectiveness of department law enforcement efforts.
- 1.4.2 Maintain databases sufficient to track these statistics and related information.
- 1.4.3 Prepare an annual law enforcement effort and accomplishment report that includes assessment of relevant data, identification of performance deficiencies, and recommendations for improvement.
- 1.4.4 Implement approved recommendations.
- 1.4.5 Continue efforts to gain statutory authority that increases the scope of Chapter 17 violations to which the penalty assessment process may be applied.

Strategy 1.5: Maintain wildlife and off-highway motor vehicle law enforcement effort, response time, and visibility at levels that satisfy public expectations.

Action Plan:

- 1.5.1 Ensure front-line commissioned personnel have duty assignments that place adequate emphasis on conservation officer activities.
- 1.5.2 Instruct commissioned personnel to emphasize effort on law enforcement activities that are highly visible.
- 1.5.3 Instruct commissioned personnel to emphasize timely responsiveness to reported illegal activities.
- 1.5.4 Use trained and qualified reserve conservation officers to support the commissioned officer work force.
- 1.5.5 Utilize Operation Game Thief (OGT) and Off-highway motor vehicle Hotline to provide the public opportunities to report violations

Strategy 1.6: Monitor, evaluate, and improve the success of wildlife and off-highway motor vehicle law enforcement in meeting public expectations and protecting wildlife resources.

Action Plan:

- 1.6.1 Survey the public to determine their expectations and evaluations of our enforcement efforts.
- 1.6.2 Identify areas of dissatisfaction.
- 1.6.3 Revise program strategies and action plans as necessary to improve 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 1.7: Assemble or allocate a team of enforcement personnel to special and covert investigations that are long term or complex.

Action Plan:

- 1.7.1 Seek investigative support from other agencies.
- 1.7.2 Hire, re-assign or prioritize enforcement personnel to long term or complex investigations.

Objective 2: Provide primary and secondary school systems and local communities training and information on the North American Model of Wildlife Conservation.

Strategy 2.1: Provide skills-based and wildlife conservation educational programs throughout the State.

Action Plan:

- 3.1.1 Provide appropriate age-level wildlife conservation education programs to New Mexico primary and secondary students.
- 3.1.2 Support and provide hunter education classes to identified communities throughout the State.
- 3.1.3 Support skills-based education programs such as Angler Education, National Archery in the Schools Program, Off-highway motor vehicle education, and firearms shooting programs to develop awareness and interest in traditional outdoor recreation opportunities.

Conservation Services Program P717

The purpose of this program is to manage and conserve the State's public wildlife resources and associated habitats for the benefit of the wildlife and for hunters, anglers and other wildlife users. Actions include the procurement and progressive management of wildlife habitat, providing technical assistance services and consultation to both public and private landowners and other affected interests regarding wildlife management and working to educate all sectors of the public about the wildlife resources of the State.

Objective 1: That by 2018, information on wildlife biology, habitat, and Department management strategies is available to the majority of New Mexicans.

Strategy 1.1: Develop public outreach initiatives that clearly define issues and factors affecting New Mexico's wildlife populations.

Action Plan:

- 1.1.1 Produce and distribute wildlife management information.
- 1.1.2 Develop, schedule, and sponsor wildlife management workshops.

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

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.

Objective 2: That by 2018, the Department develops appropriate population objectives based on sustainable wildlife management practices.

Strategy 2.1: Collaborate with sportsmen, 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 appropriate collaborators via meetings, workshops or correspondence.

Objective 3: That through 2018, reported incidence of hunting accidents does not exceed 2 per 100,000 licensed hunters.

Strategy 3.1: Provide hunter education opportunities throughout the state.

Action Plan:

- 3.1.1 Maintain a pool of 600 active volunteer hunter education instructors through effective recruitment, training, and continuing education of volunteers.
- 3.1.2 Provide Families Afield-style opportunities for prospective hunters who have not yet taken a hunter education class, maintaining a database of the use of the program, accidents associated with the program, and hunting license buyers created through the program.
- 3.1.3 Provide students and instructors with training materials that meet national hunter education standards.
- 3.1.4 Annually schedule hunter education classes and register students, identifying registration issues and taking steps to correct them.
- 3.1.5 Ensure that annual hunter education training opportunities are planned to meet the estimated annual demand.
- 3.1.6 Continue to offer events that raise the awareness of the public to skills-based and academic wildlife education opportunities.
- 3.1.7 Provide staff participation in programs that improve hunting skills and situational ethics.
- 3.1.8 Continue to provide Off-highway motor vehicle training in Hunter Education classes to improve ethical use of Off-highway motor vehicles and prevent wildlife habitat destruction.

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

Action Plan:

- 3.2.1 Monitor the incidence of hunter accidents in New Mexico.
- 3.2.2 Promulgate hunting regulations 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 2018.

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: Maintain a hatchery system and associated facilities to culture fish and supplement fish populations through stocking in accordance with fisheries management plans.

Action Plan:

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

Strategy 4.3: Construct, operate, and maintain, a warm water fish hatchery and associated Watershed Education and Training (WET) Center.

Action Plan:

- 4.3.1 Construct the hatchery and WET Center.
- 4.3.2 Create watershed education and awareness projects and interpretive experiences at the WET Center.
- 4.3.3 Provide skills-based angler education opportunities at the WET Center.

Strategy 4.4: Continue to promulgate rules that protect fish stocks from over-exploitation and equitably distribute fishing opportunity.

Action Plan:

- 4.4.1 Annually review and revise regulatory strategies.
- 4.4.2 Conduct regular and surveys and studies to understand stocking to inform management strategies

Strategy 4.5: Minimize losses of fish populations and hatchery stocks due to diseases.

Action Plan:

- 4.5.1 Monitor wild and hatchery fish populations for the presence of disease.
- 4.5.2 Regulate fish importation to prevent disease introduction.
- 4.5.3 Inform anglers of their role in preventing disease transmission.

Strategy 4.6: Increase opportunities for anglers to pursue native game fish.

Action Plan:

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

Objective 5: By 2018 realize a level of public opportunity for recreational hunting and fishing as indicated by 110,000 and 200,000 certified annual licensees, respectively.

Strategy 5.1: Identify and implement methods by which hunting and fishing opportunity and participation might be increased.

Action Plan:

- 5.1.1 Develop and implement a marketing plan to encourage lapsed license buyers to purchase licenses again, using available collaborators to the extent possible.
- 5.1.2 Formulate hunting and fishing regulations consistent with objective of increasing participation.
- 5.1.3 Provide outreach and educational efforts, such as fishing clinics and hunter-training camps to recruit new participants in the areas of hunting and fishing.
- 5.1.4 Continue implementation and adjustment of the Elk Private Lands Use System (E-PLUS) to enhance elk hunter access to private lands.

- 5.1.5 Continue implementation and adjustment of the Antelope Private Lands Use System (A-PLUS) to enhance antelope hunter access to private lands.
- 5.1.6 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.
- 5.1.7 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.
- 5.1.8 Adjust stocking schedules to meet angler demand.

Objective 6: 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 2018.

Strategy 6.1: 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:

- 6.1.1 Evaluate the possibility of providing limited hunting opportunity for lesser prairie chickens.
- 6.1.2 Increase hunting opportunity for Gould's turkey.
- 6.1.3 Increase hunting opportunity for bighorn sheep.
- 6.1.4 Increase fishing opportunity for Gila trout.
- 6.1.5 Continue to propagate, stock, and regulate harvest of diminished native game fish.
- 6.1.6 Identify additional diminished game species and furbearers for which limited sport fishing, hunting, or trapping opportunity might be restored without compromising species conservation.

Objective 7: That through 2018 hunting and fishing opportunities are maintained through prevention and control of wildlife diseases and invasive species.

Strategy 7.1: Detect, monitor, manage, and prevent the spread of wildlife diseases and invasive species 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:

- 7.1.1 Adopt and enforce rules as required by statute to control, eradicate, or prevent the spread of a contagious disease, invasive species, pest or parasites.
- 7.1.2 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.
- 7.1.3 Engage hunting and fishing interests in detecting and reporting the incidence of wildlife disease encountered in the course of their recreational or commercial pursuits.
- 7.1.4 Collect and analyze specimens for the presence of disease or invasive species.
- 7.1.5 Manage the importation of protected species of live animals, birds, or fish into New Mexico.
- 7.1.6 Manage the safe transportation and disposal of infected game species.
- 7.1.7 Employ information and outreach to inform the public about recognizing, reporting, and handling infected wildlife and how to avoid transporting and introducing potential pathogens.
- 7.1.8 Develop effective outreach campaigns to inform the public about recognizing, reporting, and handling infected wildlife and how to avoid transporting and introducing potential pathogens. The campaigns should include use of websites, news releases and videos.
- 7.1.9 Maintain spatially explicit records about the incidence of wildlife diseases detected in New Mexico.

Objective 8: Conserve, enhance, or positively affect an additional 500,000 acres of wildlife habitat statewide by 2018.

Strategy 8.1: 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 enhancement prescriptions in the State Wildlife Action Plan.

Action Plan:

- 8.1.1 Consider the State Wildlife Action Plan in the development of wildlife habitat prescriptions.
- 8.1.2 Develop a wildlife action plan that narrows the broad array of strategic intentions articulated in the State Wildlife Action Plan to focus on near-term conservation priorities.
- 8.1.3 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.
- 8.1.4 Work interactively with the Energy, Minerals, and Natural Resources Department to effectively integrate State Wildlife Action Plan 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.
- 8.1.5 Update Department habitat management guidance publications to support State Wildlife Action Plan outreach to public and private land managers.
- 8.1.6 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.
- 8.1.7 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 State Wildlife Action Plan and other Department management plans.
- 8.1.8 Initiate review and revision of the State Wildlife Action Plan in 2015.

Strategy 8.2: Encourage the use of the Habitat Stamp Program (HSP) as a complement to Department management plans.

Action Plan:

- 8.2.1 Introduce State Wildlife Action Plan habitat prescriptions to USFS and BLM personnel during the HSP interagency meetings.
- 8.2.2 Assign regional habitat biologists to assist in the development of HSP projects targeted toward Department habitat priorities in cooperation with the USFS and BLM and on applicable Department properties.

Continue to improve the effectiveness of HSP, State Wildlife Grant, and the big game and Governor's enhancement programs.

Objective 9: Achieve a commission-approved framework that defines the purposes and policies governing acquisition, management, and use of State Game Commission properties and develop or update wildlife area-specific management plans by 2018.

Strategy 9.1: Develop a process for evaluating properties to acquire or dispose of, and a method for prioritizing acquisition needs.

Action Plan:

- 9.1.1 Evaluate current property holdings to determine the value of wildlife habitat provided.
- 9.1.2 Evaluate properties for use as shooting ranges, hunter education, hunting areas, and sites for other Department programs.
- 9.1.2 Establish a list of properties that may be considered for disposal.
- 9.1.3 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.
- 9.1.4 Identify other properties that should be acquired as a means of providing important wildlife habitat or recreational opportunities.
- 9.1.5 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 9.2: Develop management plans for the Wildlife Management Areas.

Action Plan:

- 9.2.1 Determine the priority and allowable uses of each Wildlife Management and Conservation Area.
- 9.2.2 Determine other allowable 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.
- 9.2.3 Write a management plan for each area that provides background information about the area; the current and potential appropriate uses of each area; and a schedule of activities necessary to maintain and improve the area so as to meet desired outcomes.
- 9.2.4 Implement maintenance and habitat improvement projects on Wildlife Management Areas and Conservation Areas through the

application of Habitat Validation revenues and federal matching funds.

Strategy 9.3: Maintain all Game Commission properties in safe and serviceable condition.

Action Plan:

- 9.3.1 Implement property maintenance and infrastructure needs currently identified and consistent with allowable uses and the primary purposes of the properties.
- 9.3.2 Inspect Game Commission properties to identify and address additional maintenance needs.

Objective 10: By 2018, attain measurable progress toward the restoration of wildlife identified as being at risk of depletion or extinction.

Strategy 10.1: Pursuant to the Wildlife Conservation Act (WCA), conduct biennial reviews of all indigenous wildlife currently listed as threatened or endangered by the state, investigate and assess the status of species the Department suspects to be threatened or endangered, and recommend changes to the status as warranted.

Action Plan:

- 10.1.1 Monitor, review and update the status of all indigenous wildlife currently on the state threatened or endangered species list, pursuant to the requirements of the WCA.
- 10.1.2 Conduct studies, and recommend changes to the status of indigenous wildlife suspected of being threatened or endangered, identify species that should be considered for listing as threatened or endangered and proceed in accordance with the WCA.

Strategy 10.2: Develop and implement plans for the management and recovery of state listed threatened or endangered species.

Action Plan:

- 10.2.1 Identify threatened or endangered species requiring similar habitats or sharing common threats and for which multiple-species recovery plans may be appropriate.

- 10.2.2 Identify threatened or endangered species whose habitats or threats are unique and for which single species recovery plans are required.
- 10.2.3 Develop sufficient background information so that interested entities might understand how recovery plan implementation might affect them.
- 10.2.4 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.
- 10.2.5 Solicit the interest of public and private entities in serving on an advisory committee to develop specified recovery plans.
- 10.2.6 Appoint the Recovery Plan Advisory Committee.
- 10.2.7 Develop the draft recovery plan so as to attain statutorily prescribed objectives.
- 10.2.8 Provide copies of the draft recovery plan to public and private entities that may be affected.
- 10.2.9 Present a final recovery plan to the State Game Commission for consideration within two years of the species' initial listing.
- 10.2.10 Subsequent to Commission approval, seek the cooperation of appropriate public and private entities, and implement the plan.
- 10.2.11 Assure incorporation and cross-walking between recovery plans and other Department planning endeavors.
- 10.2.12 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 10.3: Provide public, state, and private entities with guidance for conserving and improving populations of threatened or endangered wildlife.

Action Plan:

- 10.3.1 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.
- 10.3.2 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.

- 10.3.3 Develop a framework or process for proactive outreach that would target landowners and agencies that have species of greatest conservation need.

Strategy 10.4: Collaborate with state, federal, and tribal governments in the recovery of federally listed species occurring in, or extirpated from, New Mexico.

Action Plan:

- 10.4.1 Implement cooperative conservation and recovery programs through work, agreements, etc. with other managers.
- 10.4.2 Formalize the process for determining when to adopt federal recovery plans that would augment the preparation of NMDGF plans.
- 10.4.3 Further explore alternatives under Section 10 of ESA to promote species recovery that is more expeditious and acceptable to private landowners.

Objective 11. That legal and illegal take of threatened or endangered species or subspecies does not impede the prospects for their recovery.

Strategy 11.1: Allocate enforcement efforts so as to support species management or other subprogram objectives impeded by issues of noncompliance.

Action Plan:

- 11.1.1 Include non-compliance issues and strategies in long-range species management, recovery, and other subprogram plans.
- 11.1.2 Coordinate implementation of enforcement actions needed to support species management and other subprogram objectives.

Strategy 11.2: 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:

- 11.2.1 Develop and populate a database that includes all permitted take of threatened or endangered species.
- 11.2.2 Incorporate the numbers of threatened or endangered species recorded as being taken illegally.

- 11.2.3 Review annual permit reports to quantify numbers of individuals taken.
- 11.2.4 Annually assess the annual take of threatened and endangered species to establish limits for the forthcoming year.

Objective 12: Provide recreational opportunities in addition to hunting, fishing and trapping on Commission-owned lands that are consistent with the primary uses of these properties, and provide revenue to the Department.

Strategy 12.1: Ensure that the Gaining Access Into Nature (GAIN) program meets the statutory mandate.

Action Plan:

- 12.1.1 Evaluate current GAIN program and make improvements to the program.
- 12.1.2 Provide GAIN opportunities to yield high participant satisfaction and favorable cost-benefit results.
- 12.1.3 Identify marketing and media strategies to reach potential users.
- 12.1.4 Explore opportunities for partnerships with others offering outdoor and wildlife-associated recreational experiences, consistent with use restrictions.

Objective 13: That by 2018, all dams on State Game Commission property are deemed safe, operational, and in compliance with Dam Safety Bureau rules.

Strategy 13.1: Ensure that the State Game Commission-owned dams in high and significant hazard locations meet the applicable and budgeted requirements of the dam safety rules and regulations.

Action Plan:

- 13.1.1 Contract with a NM licensed professional engineer to develop an emergency action plan including inundation mapping for each of the high and significant hazard location dams.
- 13.1.2 Contract to develop an operation and maintenance manual for each of the high hazard dams.
- 13.1.3 Complete repairs at Lake Roberts.

Objective 14: 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 14.1: Maintain an understanding of the current state of global climate change and potential impacts to New Mexico.

Action Plan:

- 14.1.1 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.
- 14.1.2 Actively seek opportunities to expand information sharing and obtain external funding.

Objective 15: Encourage the public to participate in and support wildlife-related recreation and management.

Strategy 15.1: Inform the public about Department activities and responsibilities in managing the State's wildlife resources

Action Plan:

- 15.1.1 Market the Department to increase public understanding and support of Department operations.
- 15.1.2 Increase public participation in hunting, fishing and trapping opportunities.
- 15.1.3 Work with local communities and other entities to promote youth participation in outdoors activities and educational opportunities.
- 15.1.4 Operate a centralized telephone information center that provides readily-accessible information and assistance to the public.
- 15.1.5 Fully utilize current media outlets to continue to develop the Department's outreach efforts to showcase Department efforts.
- 15.1.6 Actively participate in public events (i.e. NM State Fair, Outdoor Expo, and other events) that provides public awareness of Department activities.

Objective 16: That through 2018, the Department provides off-highway motor vehicle recreation management that recognizes cultural, historic, and resource values while ensuring public safety.

Strategy 16.1: Educate off-highway motor vehicle users about safety, compliance and respect for traditional values and resources.

Action Plan:

- 16.1.1 Provide off-highway motor vehicle safety training
- 16.1.2 Inform users of off-highway motor vehicle laws and rules
- 16.1.3 Promote awareness of off highway motor vehicle use impacts on traditional values and resources.

Strategy 16.2: Coordinate implementation of enforcement actions to gain compliance with State laws and rules regarding off-highway motor vehicle use.

Action Plan:

- 16.2.1 Train other law enforcement agencies in the laws and rules related to off highway motor vehicle use
- 16.2.2 Provide grants to entities that support compliance of the off highway motor vehicle laws and rules.
- 16.2.3 Provide financial support for enforcement off highway motor vehicle laws and rules.

Wildlife Depredation and Nuisance Abatement P718

The purpose of the wildlife depredation and nuisance abatement program is to provide complaint intervention and administration processes to private landowners, leaseholders and other New Mexicans so they may be relieved of and precluded from property damage, annoyances or risks to public safety caused by protected wildlife.

Objective 1: Resolve depredation complaints within one year of 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 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, volunteers and private entities to assist Department conservation officers implementing abatement measures.

Objective 2: That costs associated with depredation prevention and intervention are equitably distributed among stakeholders by 2018.

Strategy 2.1: Develop a cost-share program or other processes that equitably distribute financial responsibility for depredation resolution and provides additional financial support for depredation interventions.

Action Plan:

- 2.1.1 Pursue creation of a program that provides for cost-sharing solutions to resolving human-wildlife conflicts through a variety of alternative preventative or remedial actions.
- 2.1.2 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 2018, the Department's public awareness initiatives lessen 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. Utilize media outlets to improve delivery of information to encourage the public to take actions to minimize human/wildlife conflicts.

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.

Program Support P719

The purpose of program support is to provide an adequate and flexible system of direction, oversight, accountability and customer support to all divisions so they may successfully attain planned outcomes for all department programs.

Objective 1: That through 2018, sustainable management decisions are being made considering biological, social, and economic factors.

Strategy 1.1: Develop management decisions and recommendations utilizing staff expertise with the best available information.

Action Plan:

- 1.1.1 Develop long-range resource management plans based on sustainable management outcomes.
- 1.1.2 Consider public input in developing sustainable management decisions
- 1.1.3 Provide fiscal resources to support sustainable management outcomes.

Strategy 1.2: Continually evaluate and improve efficiency, quality, and effectiveness of Department administrative processes.

Action Plan:

- 1.2.1 Identify current work processes that are not meeting the mission statement, philosophies or mandates for the Department.
- 1.2.2 Develop and implement more efficient and effective work process alternatives; including reorganization of programs and divisions.
- 1.2.3 Develop comprehensive Department databases that allow for efficient access to Department information as needed by internal and external requests.

Objective 2: That through 2018 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 for all Department operations.
- 2.1.2 Adhere to the required state procurement laws in procurement of all Department goods and services.
- 2.1.3 Maintain oversight and accountability of federal grant projects in accordance with applicable regulations and policies.
- 2.1.4 Correct processes that result in audit exceptions or findings.

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

Action Plan:

- 2.2.1. Project the funding level necessary to support basic functions and services and desired enhancements.
- 2.2.2. Project anticipated revenues and related annual cash flow characteristics.
- 2.2.3. Research federal grant availability or other revenue sources for additional funding.

Strategy 2.3: Identify appropriate future legislative sessions during which to propose license fee increases and/or alternative funding necessary for support of Department operations.

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.

Objective 3: Maintain executive and legislative branch confidence in the Department through 2018.

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.

Objective 4: Maintain and enhance staff knowledge, skills and abilities through training opportunities and maintenance of professional standards and affiliations.

Strategy 4.1: Improve employees' job skills and expertise.

Action Plan:

- 4.1.1 Encourage employees to identify their future promotional or career goals and the training opportunities to help achieve their goals.
- 4.1.2 Identify areas in which employee competencies need improvement.
- 4.1.3 Provide training opportunities, within budget and defined needs of the Department, through which staff may learn new techniques and technologies.

Strategy 4.2: Enhance the availability and utility of data to make decisions through the development and integration of a centralized comprehensive database management system.

Action Plan:

- 4.2.1 Develop and implement a Department data system that allows for efficient data capture, data manipulation and utilization for both internal and external users.
- 4.2.2 Obtain additional manpower, expertise, and resources for data and information development and retrieval through contracts, agreements, and volunteers.

Objective 5: That by 2018 the Department's workforce is made up of highly qualified and competent employees.

Strategy 5.1: Recruit qualified applicants.

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. Recruit from a diverse, qualified group of potential applicants to secure a workforce consistent with New Mexico's diverse populace.
- 5.1.4. Ensure education and experience requirements of positions being recruited are relevant job requirements.
- 5.1.5. 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.
- 5.1.6. Ensure an equitable interview process for all applicants.
- 5.1.7. Present appropriate compensation based on job size, job responsibilities and employee qualifications.
- 5.1.8. Employ individuals who are the most qualified for each position.

Objective 6: Identify new partnerships for the Department that will assist in the promotion of the Department's mission and philosophies.

Strategy 6.1: Explore, attain and foster new partnerships that are beneficial to the Department mission.

Action Plan:

- 6.1.1 Investigate and pursue new partnership opportunities.
- 6.1.2 Recruit partnerships through public outreach and Department requests.

Objective 7: That the Department's Information Technology (IT) operations meet DoIT-approved IT Plan performance metrics through 2018.

Strategy 7.1: Monitor the Department's IT resources to ensure compliance with state and Department initiatives.

Action Plan:

- 7.1.1 Maintain an inventory of IT resources.
- 7.1.2 Maintain electronic and physical controls to secure IT resources from internal and external threats.

- 7.1.3 Maintain ISD under the direction of the Office of the Director.
- 7.1.4 Implement flexible, adaptive and responsive methodologies to develop Department projects and initiatives.
- 7.1.5 Incorporate new technologies in project development that promotes easy accessibility with minimal navigation requirements to Department information and products (i.e. "QR" code use, mobile application development, or other new technologies and applications).