Nevada Department of Wildlife
FY 18-22 Strategic Plan
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CURRENT STATE

As the State’s only government entity established to protect and conserve for wildlife and habitat in Nevada, the Nevada Department of Wildlife (Department) comprises dedicated professionals diligently working to fulfill the Department’s mission and supporting priorities. The Department is organized into seven Divisions (Data and Technology Services [DATS], Conservation Education [Con Ed], Law Enforcement [LE], Game, Fisheries, Wildlife Diversity, and Habitat) that develop programs and projects under the direction of the Director’s Office. These programs are implemented by over 260 full-time employees working across three regions. The Department also operates 11 wildlife management areas (WMA) totaling approximately 120,000 acres, four fish hatcheries, and eight major facilities including regional offices and headquarters. Broad policy is governed by the Nevada Board of Wildlife Commissioners (Commission). This 9-member, governor-appointed board also sets annual and permanent regulations, reviews budgets, and receives input from the public and the 17 County Advisory Boards to Manage Wildlife (CABMW).

The Department is focused on identifying priorities in an effort to meet the role of public trust managers for Nevada’s wildlife and wildlife habitat resources. The Commission serves as trustees for these resources and must consider competing social demands in addition to the biological science when making decisions. Changing demographics continue to complicate wildlife management. However, the Department continues to provide the best-available biological science, information, and analyses for Commission consideration. The Department is committed to increasing communication among Department Leadership, Divisions, Commissioners, County Advisory Boards to Manage Wildlife, and the general public.

Multiple external dynamics make prioritization of public trust resources and communication of those priorities challenging. The Department is convinced now, more than ever, that conservation is of utmost relevance to all citizens. The Department’s challenge is to help the public understand what the Department does for the public and in their trust.
## Financial Overview for Fiscal Year 2018

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Less Internal Cost Allocations ($5,533,000)

Net Revenue $41,238,000
STATEWIDE TRENDS

Challenging Factors

Political Pressures: Collaborative partnerships allow for pooled resources that help overcome social challenges that may affect our ability to complete our mission.
- Diseases present perplexing challenges for jointly managing domestic animals in proximity to wildlife, especially when available free water limits distribution of both wild and domestic animals
- Coverage for National Environmental Policy Act (NEPA) input requires an inter-Divisional approach that fluctuates with land management Department demands but is subordinate to other position priorities
- Proper management on restoration projects requires varying time periods to allow recovery

Economic Pressures: Economic cycles affect discretionary spending by the public on fishing, hunting, and boating, which limits funding for mission specific activities.
- Identifying and acquiring critical, non-federal funding sources is necessary to match State Wildlife Grants and other federal grant opportunities.
- Adequate funding is vital to secure high quality wildlife habitat as opportunities exist
- Advances drive new efficiencies, but adopting new technologies may present administrative challenges

Pressures of Population Growth and Demographic Shift: Nevada population growth will increase urban wildlife conflicts and increase invasive species threats. Increased urban populations may also increase the number of residents lacking a firm connection with the natural world.

Communications: Traditional media forums are less effective in spreading our message.
- The Department is becoming more innovative to deliver our messages in an increasingly crowded marketplace
- New forms of digital, online and social media are becoming increasingly important tools to deliver our message, and our ability to use them must improve

SPECIFIC TRENDS

Angling: Participation is on the decline

Nationwide participation across all demographic segments has experienced a modest decline in angling in the past 5 years. This nationwide trend is reflected in Nevada resident and visitor participation rates. While low water levels in Lake Mead have limited participation levels and restricted reoperation of the Lake Mead Fish Hatchery, a state-wide decline in participation levels resulted in a decline in associated Department revenues. Opportunities exist to mitigate this trend by engaging the Department in youth education programs to foster greater participation in recreational opportunities.

Trends:
Declining Angling Participation: Across the country the number of fishing licenses held by people has been in a long-term decline and in recent years has remained level despite high annual participant churn among the younger demographic, women, and urban anglers. In Nevada, licenses issued are experiencing modest decline due to recent drought conditions, which affects fisheries and aquatic habitats, especially in Northern and Central Nevada.

Key Success Factors:
- The sport fish management program maintains and enhances public sport fishing opportunities for anglers in over 600 waters statewide, annually supporting over 1,400,000 angler days and $138M in fishing-related expenditures year.
- The Department’s three fish production facilities produce approximately 1,000,000 sport fish annually, primarily rainbow trout, for recreational stocking
- Anglers that begin fishing at a young age are more likely to become lifelong anglers
Strategies to Address:

- Active marketing of fishing opportunities to all age groups with emphasis on youth and young adult, including the delivery of up-to-date information on fish stocking, angler success, and current conditions of fisheries and waters.
- Development of additional and alternate angling opportunities, including urban fisheries and angler access to existing waters.
- Proactive planning to direct anglers to alternate opportunities during drought or other conditions that impact angler expectations.

Game: Hunting participation is growing at 1% per year

Nevada hunter numbers are increasing at about 1% per year, which is similar to national trends. The 1% hunter growth lags slightly behind Nevada's annual population increase of nearly 2%. Big game populations are generally healthy and stable; therefore, substantial increases in tags offered to hunters are unlikely without increasing harvest intensity. The Department is focused on improving processes supporting hunting participation, including license simplification, and improving game and hunter survey efficiency.

Unlike big game, upland game and waterfowl hunting is not limited by quotas or tag allocations. Targeted marketing outreach can better inform these hunters and may prove an excellent recruitment, retention, and reactivation resource.

Trends:

Participation: In recent years, hunting participation within the state has paralleled national trends. Resident hunting and non-resident hunting is predominated by males that are 40–60 years of age; however, female hunters are a growing component of hunters nationwide. Younger hunters are difficult to recruit for many reasons, which include changing societal values.

Enforcement remains challenging: Nevada is a large state in size with a relatively small wildlife law enforcement work force. Detection of game law violations is often dependent on observation and reporting by the public. Nevada is among the most urbanized states, so conflicts between wildlife and urban dwellers are increasing. Compliance with laws regarding wildlife resources requires education, access to information and acceptance by the public.

Drought, fire, and invasive species create challenges: Drought, fire, and invasive species influence habitat suitability, migrations, foraging, and water resources vital for terrestrial wildlife populations.

Key Success Factors:

- Supply of big game in Nevada does not meet demand, resulting in decreased opportunity influencing hunter recruitment, retention, and reactivation
- The Balance of resident and non-resident hunting opportunities
- Partnerships with landowner programs increase opportunities for hunters to get in the field
- Improvements to the online application systems provide easier and more accessible process for hunters to obtain licenses and apply for big game tags
- Upland game hunting is an underused resource

Strategies to Address:

- Effectively implement all aspects of game management, including big game management, upland game management, landowner incentive and damage compensation programs, wildlife health management, predator management, and air operations
- Pursue license simplification, reducing confusion and making compliance easier
- Adopt consistent and understandable guidelines for harvest management of game species, clarifying objectives for biologists, Commissioners, County Advisory Boards to manage wildlife, and the general public
- Implement efficient and effective survey methodologies that provide scientifically sound data on which to base harvest recommendations
- Use marketing outreach for hunting opportunities associated with migratory and upland game
- Expand Recruitment, Retention, and Reactivation messaging efforts to include all aspects of hunting supported by the
Boating: Recreational boating is drought dependent

Nationwide, boating participation has been on a modest decline for the past 15 years. Drought conditions throughout the Western United States have had dramatic effect on boating participation. In 2014, boater registration in Nevada was reduced by 40% probably due to the inaccessibility of boat ramps caused by low water levels in the state’s lakes and reservoirs. While highly dependent on available water supplies, opportunity exists to broaden boating and waterway education, while enhancing the experience of existing boating participants through effective waterway law enforcement.

Trends:
Registrations: The number of boating registrations nationwide has been in long term decline since the early 2000s. Boater registration in Nevada was reduced by 40% in 2014 as a result of extreme drought conditions lowering water levels and boat ramp shutdowns.

Strategies to Address:
● Drive marketing programs during drought conditions to create awareness and appreciation that Nevada can support boating and water recreation
● Increase waterway access points

Habitat: Management, conservation and restoration

Habitat is a key to the success of all wildlife populations. The advocacy of effective habitat management is an integral function of the Department and a key avenue through which we accomplish our mission. The Department is committed to the active management of wildlife habitats in Nevada and pursues opportunities to maintain quality habitats, improve deficient habitats and restore habitats that have been lost or degraded through inappropriate land uses or catastrophic events like wildfire. Major projects include fishery development, range preservation and restoration, wildlife water development and protection, wildfire management, maintenance and development of wildlife management areas, water rights and land acquisitions, consultation with land managers and water manipulation to benefit wetlands.

The Department has acquired properties containing important wildlife habitats throughout Nevada and has applied aggressive management practices for the protection, maintenance and enhancement of these properties for wildlife and public use. The Wildlife Management Areas (WMA) Program will apply the best available science to achieve the highest standards possible when managing these select properties.

Trends:
Urban expansion and infrastructure development: As the nation and state populations continue to expand, infrastructure is developed often at the expense of wildlife habitat. Transportation, energy, and mineral development continue to directly and indirectly affect wildlife habitats.

Drought and climate change present threats: Climate change, particularly drought conditions, may propagate the spread of invasive species. Changing weather patterns (e.g. more rain in the winter) have major effects on vegetation and invasive species like cheat grass. Drought conditions severely affect terrestrial wildlife species and habitats, especially wetland and riparian dependent birds in northern Nevada. Susceptibility to disease outbreaks may be influenced by drought effects on forage quality or water levels.

Increased fire activity creates challenges: Habitat loss to wildland fire remains a constant and unpredictable threat. Frequency and size of wildfires continue to increase, likely contributing to an increase in invasive species and negative effects on habitat health and vitality.

Limited resources restrict progress: Limited funding, resources, and staff are affecting the Department’s ability to manage and conserve rare, native species by limiting species recovery actions.
Key Success Factors:
● The substantial negative impacts on habitat and wildlife encourages continued and enhanced collaboration between federal, state, and local agencies to develop strategies that adaptively manage for uncertainty

Strategies to Address:
● Collaborate with agencies and industry during project planning phases to incorporate our knowledge and expertise, and avoid, minimize, or mitigate potential detrimental effects to habitats and associated species
● Work with state, federal and local agencies, as well as, private landowners, industry and conservation organizations through the Nevada Partners for Conservation and Development to preserve and protect quality habitats and enhance deficient habitats
● Strategically employ and leverage special reserve account revenues to acquire, protect, treat and restore wildlife habitats
● Continue to work with non-governmental organizations (e.g. wildlife conservation organizations) and their associated volunteer force to protect, maintain and develop water sources throughout the state
● Wildlife Management Areas will be managed to display the best habitat management strategies for all wildlife species associated with the given habitat

Conservation Education and Awareness: Low awareness among the general public
At the core of the Department’s ability to conserve and protect is the Department’s ability to effectively educate state residents on conservation awareness. While smaller niche audiences on the extreme edges of the conservation debate often get much of the media’s attention, opportunity exists for the Department to proactively educate mainstream resident audiences on the importance and role of conservation efforts on the state’s quality of life and economic vitality.

The Department is made up of more than 250 dedicated and passionate professionals who are tasked with managing 894 different species and their habitat in Nevada. While only a small percentage of the public hunt and fish, the Department believes that everyone has a passion for the amazing wildlife Nevada offers. It is the job of the Conservation Education Division to inform and educate the public about the important job we do and the crucial role that wildlife plays. No matter what the Department does in the field, if we do not tell the story, it is as if it never happened.

Trends:
Extremes often dictate the terms of the debate: Too often perspectives reflecting the extremes of the conservation debate capture most state-wide attention. A gap exists in educating, informing, and inspiring the general resident population to the challenges and opportunities facing conservation efforts and their effect in contributing to resident’s quality of life.

Strategies to Address:
● Drive improvement in constituent outreach and engagement
● Foster awareness among Nevadans to the value of wildlife and habitat through public education
● Increase public access to the state’s natural resources
● Expand external communication and messaging
Safe and Livable Communities

6. Public Safety
   6.1 Prevent crime and protect the rights of all Nevadans.
   6.1.6 Ensure the safety of Nevada’s boating public, increase detection and apprehension of unsafe boaters and those under the influence, and analyze trends in boating accidents to prevent fatalities.
   6.3 Strengthen emergency preparedness resiliency.
   6.3.5 Use education and effective public safety response strategies to reduce human-wildlife conflicts in Nevada’s communities.

7. Resource Management
   7.1 Protect and sustainably manage natural resources.
   7.1.4 Practice collaborative management of wildlife and their habitats to ensure healthy and sustainable ecosystems.
   7.2 Become the nation’s leading producer and consumer of clean and renewable energy.
   7.2.4 Work towards environmentally responsible and sustainable projects that reduce, minimize, and mitigate impacts to wildlife and their habitats.
   7.3 Celebrate and enhance cultural and heritage resources.
   7.3.3 Ensure wildlife experiences and outdoor recreation opportunities are available from urban to rural communities in the form of parks, urban ponds, open spaces, and wildlife management areas.
   7.3.4 Conserve heritage wildlife resources and recreation activities through enforcement of wildlife laws and regulations.
MISSION STATEMENT

To protect, conserve, manage and restore wildlife and its habitat for the aesthetic, scientific, educational, recreational, and economic benefits to citizens of Nevada and the United States, and to promote the safety of persons using vessels on the waters of Nevada.

VISION STATEMENT AND STRATEGIC DIRECTION

Because all wildlife adds value to our lives, the Department’s conservation of Nevada’s wildlife and wild places is essential, meaningful, and relevant to residents and visitors, alike. It is what drives us today and for generations to come.

Every strategy, every goal, every action the Nevada Department of Wildlife pursues will strengthen our ability to protect and conserve Nevada’s wildlife and habitat.

PHILOSOPHY

Our passion is to conserve wildlife and provide safe outdoor recreation for all who enjoy Nevada’s natural resources. Each employee of the Nevada Department of Wildlife is integral to the success of the Department. The unique contributions of every Division and individual are recognized as vital to the achievements of the whole. We strive to make Nevada’s growth and development compatible with our natural environment that we value. We are professional wildlife and fisheries biologists, habitat managers, law enforcement officers, financial managers, customer service representatives, educators, and public trust managers; no one delivers our mission better. We are a team committed to Nevada and the North American Model of Wildlife Conservation. We work together. We are ONE NDOW.
STRATEGIC GOAL #1: BROADEN SUPPORT

Expand awareness, relevancy, and broaden the Department’s base of support.

The Department seeks to deepen the appreciation, relevancy, and awareness of all the citizens the Department represents, including strengthening legislative and public support and greater collaboration with partners.

Currently, the Department is largely recognized as a management department. To support the Department’s vision that the protection and conservation of wildlife is a core, societal value worth preserving, the perception of the Department, its Divisions, and staff will need to change. The Department’s role in protecting and conserving wildlife and habitat is more than the individual animals or habitats the Department is focused on at the task-level. The Department must recognize the health and vitality of the entire ecosystem is important and that healthy game populations need healthy non-game populations and all need healthy habitats.

Only when the Department sees itself as one, speaking the same language and pointed in the same direction, will the Department find itself in an influential role in inspiring broader appreciation and awareness among stakeholders, partners, and state residents.

Department-wide objectives, which will be achieved within the next five years, include increased efforts being applied toward constituent outreach, public education, greater application of scientific data, and programs and services to increase participation statewide within non-consumptive and consumptive activities.

FY18-22 Objectives and Initiatives

1.1. Citizen Outreach and Engagement: Ensure access and availability to wildlife in order to create a better understanding by all constituents and strengthen our ability to fulfill their needs.

Initiatives:

- **Share Successes**: Celebrate our successes through newsletters, press releases, video, social media and other media outlets on a quarterly basis.
- **Public Sector Marketing**: Leverage a digital marketing platform built for public sector organizations, to implement license renewal emails, auto-renew options, and thank you e-mails.
- **Mobile Website**: Develop and launch a mobile friendly website.
- **Community Partnerships**: Seek partnerships in non-traditional venues targeting those that do not hunt or fish to promote wildlife education.

1.2. Recruit, Retain, Reactivate: Increase participation from all audiences to include wildlife viewing, hunting, angling and other aspects of wildlife recreation.

Initiatives:

- **Ongoing Community Education**: Build community support for the work the Department does through public outreach and education.
- **Hunter and Angler Outreach**: Grow hunter and angler participants on par with population growth, through educational programs, social media, and digital marketing platforms in an effort to increase base license sales by 2% by 2019.
- **Non-Game Wildlife Public Engagement**: Increase public engagement in non-game wildlife, especially Nevada’s native and endemic aquatic and terrestrial diversity, including increasing knowledge and understanding of management issues and work the Department conducts; increase citizen science; and increase participation in wildlife viewing.
• **Fishing Regulations:** Review and update fishing regulations to simplify requirements and improve customer experience consistent with management needs.

• **Angler Opportunities:** Maintain and expand angler opportunities through urban fishery development, maximizing stocked fish returns, and other strategies.

• **Public Access Opportunities:** Actively develop public access opportunities on public and private lands.

1.3. **Data Access:** Establish the Department as a modern, statewide distribution center for wildlife data by implementing publicly-accessible data systems that serve the broad needs of our public and specific needs of our stakeholders.

**Initiatives:**

• **Volunteer Infrastructure:** Invest in the required technical skills and technical infrastructure to manage and grow volunteers and instructors.

• **Comprehensive Data Management:** Identify, develop, and maintain comprehensive wildlife and habitat data management solutions that provide for effective and efficient data acquisition, storage, analysis, and distribution.

• **Habitat Project Database:** Create a Habitat Project data application available to all partners to view, evaluate and track proposed, implemented or completed projects.

• **Industrial Artificial Pond Database:** Create an Industrial Artificial Pond data application to provide an online interface to submit, view and report industrial artificial pond permit related items.

• **Information and Data Tracking Technology:** Improve Operation Game Thief (OGT) reporting options via mobile friendly website and TTY (Text Telephone for the deaf and hard of hearing) by 2020. Improve tracking of evidence, case files, citation dispositions, warnings, arrests, and unlawfully killed big game reports.

• **Tech Skills and Infrastructure:** Invest in the technical skills and infrastructure that are required to ensure the success of the Department’s mission in the digital age.
### FY18-22 – Performance Measures

#### 1.1 Citizen Outreach and Engagement

**Measure 1: Number of Citizens Engaged in Volunteer Activities**

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</thead>
<tbody>
<tr>
<td>Number of Volunteer Hours</td>
<td>15,810</td>
<td>14,322</td>
<td>15,000</td>
<td>16,000</td>
<td>17,000</td>
<td>18,000</td>
<td>19,000</td>
</tr>
<tr>
<td>Amount Type</td>
<td>Actual</td>
<td>Actual</td>
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STRATEGIC GOAL #2: SOUND GOVERNANCE

Strengthening core operational practices to improve conservation and protection of Nevada’s habitat and wildlife.

The Department seeks to deepen appreciation of Department-wide governance practices for maintaining the Department’s core mission, while being responsive to the interests of our broad constituent base.

Currently, opportunity exists to foster greater appreciation and collaboration across Divisions by enabling each staff member to better visualize how they individually contribute to the Department’s mission to protect and conserve.

Supporting the goal of sound governance practices will require a shift within the Department at all levels. The Department will remove Divisional barriers, strengthen cross-Division communication, and foster collaboration and partnership. At the core of sound governance practices is the Department’s ability to protect and conserve wildlife and habitat, while enforcing regulations to ensure safe participation. By strengthening operational processes it is expected the Department will also gain efficiency, while empowering staff accountability.

FY 18–22 Objectives and Initiatives

2.1. Wildlife and Habitat: Maintain healthy populations and habitat for the 894 wildlife species within Nevada.

Initiatives:

- **Species Surveys and Actions**: Conduct species surveys and implement management actions as needed to increase the understanding of species distributions, population sizes and demographics, and habitat utilization to facilitate management recommendations, directing land-use planning decisions, and monitoring population health.

- **Wildlife Action Plan**: Implement the Nevada Wildlife Action Plan goals and objectives to maintain stable or increasing priority species populations.

- **Invasive Aquatic Species**: Mitigate the introduction of invasive aquatic species through effective strategies for prevention and containment.

- **Aquatic Habitats**: Enhance and protect the quality of priority aquatic habitats.

- **Partnerships**: Collaborate with government partners, non-governmental organizations and private landowners.

- **Conservation**: Use innovative tools to enhance conservation of priority listed and at-risk species.

- **Native Fish**: Maintain and enhance native sport fish (salmonid) species populations.

- **Game Population Management**: Manage game populations within objectives established by the Nevada Board of Wildlife Commissioners.

- **Technical Environmental Review**: Proactively inform resource-based decisions through environmental technical review and mitigation guidance.

- **Habitat Division Strategic Framework**: Complete a strategic framework to focus the Habitat Division efforts to enhance and restore priority habitats.

- **Water Sources**: Cooperatively protect, enhance and maintain both natural and artificial water sources across all land ownerships.
• **Habitat Partnerships**: Proactively collaborate with all interested partners through the Nevada Partners for Conservation and Development to efficiently and effectively direct restoration funds and efforts across public and private lands. Further develop the Private Lands 4 Wildlife program to consistently incorporate efforts on private land.

• **Wildlife Management Areas**: Maintain, protect and enhance wildlife habitats on wildlife management areas (WMAs) by applying sound science and best management practices through the implementation of active Comprehensive Management Plans and annual work plans on all WMAs and state lands managed by the Department.

• **Permit Compliance**: Ensure permit compliance and pursue and implement all opportunities to mitigate impacts from industrial development activities through appropriate habitat conservation strategies.

---

**2.2 Public Safety**: Ensure the safety and enjoyment of recreationists by reducing boating, hunting, and angling fatalities and injuries.

**Initiatives:**

- **Boating Safety Patrols**: Increase targeted patrols for boating safety.

- **Hunting Safety Patrols**: Increase targeted patrols for firearm safety.

- **Boating Accident Analysis**: Continue investigation of boat accidents and analysis of trends, especially fatalities and their causes.

- **Proactive Impaired Boater Detection**: Increase detection and apprehension of boaters operating under the influence of alcohol and controlled substances.

- **ADA Accessibility**: Ensure all state-managed WMAs, fishing piers, and boat ramps are ADA accessible by 2020.

- **Safe Infrastructure**: Provide and ensure safe state owned or managed buildings, facilities, and residences statewide.

---

**2.3 Wildlife Enforcement**: Protect wildlife resources through comprehensive enforcement of wildlife laws and regulations with the intent of achieving 100% compliance.

**Initiatives:**

- **Voluntary Compliance**: Encourage voluntary compliance with fish and wildlife laws and regulations, including tags, licenses, seasons, bag limits, and methods of take.

- **Wildlife Crime**: Prosecute to the full extent of the law violators who intentionally commit wildlife crime and take resources from the law-abiding public.

---

**2.4 Process Efficiency**: Establish Department-wide improvements in processes to strengthen effectiveness and efficiencies in program execution.

**Initiatives:**

- **Department Intranet**: Phase out the Department’s Intranet with the implementation of new technologies, such as PowerDMS and Office 365, to improve and expand on efficient and effective communication and usability.

- **Survey Strategies**: Improve wildlife survey strategies and protocols to increase effectiveness and efficiency.

- **Specialized Equipment**: Identify strategies to share usage of specialized equipment to maximize efficiency and reduce future equipment acquisition needs.
• **Restricted Reserve Funding Management:** Improve the Restricted Reserve funding application, reporting and management process through the development of a web-based application.

• **Water Development Data Application:** Create a water development data application to provide an interface to submit, view and report on water development program actions, increasing data availability and accuracy, and maximizing personnel efficiency.

• **Standardized Technical Environmental Review:** Develop standardized methods and documents for conducting and providing comments on technical environmental review and mitigation guidance.

• **Vehicle Efficiency:** Improve vehicle use efficiency by reducing the repair and maintenance costs for Department owned vehicles. This could be achieved through purchasing more economical vehicles, increase shared vehicle use and managing the Department vehicle fleet through the fleet manager position.
## FY18-22 – Performance Measures

### 2.1 Wildlife and Habitat

#### Measure 1: Percent of Priority Species Actively Supported to Maintain Healthy Populations

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Number Actively Managed</td>
<td>225</td>
<td>230</td>
<td>230</td>
<td>230</td>
<td>230</td>
<td>230</td>
<td>230</td>
</tr>
<tr>
<td>Total Priority Species</td>
<td>330</td>
<td>330</td>
<td>330</td>
<td>330</td>
<td>330</td>
<td>330</td>
<td>330</td>
</tr>
<tr>
<td>Percentage</td>
<td>68%</td>
<td>70%</td>
<td>70%</td>
<td>70%</td>
<td>70%</td>
<td>70%</td>
<td>70%</td>
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</tbody>
</table>

#### Measure 2: Percent of Completed Enhancement Projects

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</thead>
<tbody>
<tr>
<td>Ongoing Managed Projects</td>
<td>57</td>
<td>90</td>
<td>62</td>
<td>62</td>
<td>62</td>
<td>62</td>
<td>62</td>
</tr>
<tr>
<td>Completed</td>
<td>61</td>
<td>40</td>
<td>70</td>
<td>70</td>
<td>70</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>Percentage</td>
<td>93.44%</td>
<td>228%</td>
<td>89%</td>
<td>89%</td>
<td>89%</td>
<td>89%</td>
<td>89%</td>
</tr>
</tbody>
</table>

### 2.2 Public Safety

#### Measure 1: Firearm Safety Violations (Citations and Warnings) per Hunters and Trappers Contacted

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Safety Violations</td>
<td>40</td>
<td>38</td>
<td>36</td>
<td>36</td>
<td>35</td>
<td>35</td>
<td>34</td>
</tr>
<tr>
<td>Contacts</td>
<td>6,151</td>
<td>8,280</td>
<td>6,952</td>
<td>7,021</td>
<td>7,092</td>
<td>7,163</td>
<td>7,235</td>
</tr>
<tr>
<td>Percentage</td>
<td>0.65%</td>
<td>0.45%</td>
<td>0.52%</td>
<td>0.51%</td>
<td>0.49%</td>
<td>0.49%</td>
<td>0.47%</td>
</tr>
</tbody>
</table>

#### Measure 2: Percent of Boating Violations (Citations and Warnings) per Vessel Contacted

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<thead>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Violations</td>
<td>2,071</td>
<td>2,114</td>
<td>2,095</td>
<td>2,074</td>
<td>2,053</td>
<td>2,032</td>
<td>2,012</td>
</tr>
<tr>
<td>Vessels Checked</td>
<td>4,491</td>
<td>5,011</td>
<td>4,579</td>
<td>4,624</td>
<td>4,671</td>
<td>4,718</td>
<td>4,765</td>
</tr>
<tr>
<td>Percentage</td>
<td>46%</td>
<td>42%</td>
<td>46%</td>
<td>45%</td>
<td>44%</td>
<td>43%</td>
<td>42%</td>
</tr>
</tbody>
</table>

### 2.3 Wildlife Enforcement

#### Measure 1: Percent of Wildlife Violations (Citations and Warnings) per Hunters, Anglers and Trappers Contacted

<table>
<thead>
<tr>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Wildlife Violations</td>
<td>1,481</td>
<td>2,006</td>
<td>1,683</td>
<td>1,666</td>
<td>1,650</td>
<td>1,633</td>
<td>1,617</td>
</tr>
<tr>
<td>Contacts</td>
<td>17,138</td>
<td>20,892</td>
<td>17,506</td>
<td>17,681</td>
<td>17,858</td>
<td>18,037</td>
<td>18,217</td>
</tr>
<tr>
<td>Percentage</td>
<td>8.6%</td>
<td>9.6%</td>
<td>9.6%</td>
<td>9.4%</td>
<td>9.2%</td>
<td>9.1%</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

### 2.4 Process Efficiency

#### Measure 1: Reduce Annual Vehicle Maintenance and Repair Costs

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</tr>
</thead>
<tbody>
<tr>
<td>Annual Maintenance and Repair Costs for All Department Regular Tier Vehicles</td>
<td>$360,862</td>
<td>$345,683</td>
<td>$340,000</td>
<td>$335,000</td>
<td>$330,000</td>
<td>$325,000</td>
<td>$320,000</td>
</tr>
<tr>
<td>Number of Department Owned Regular Tier Vehicles</td>
<td>241</td>
<td>246</td>
<td>246</td>
<td>246</td>
<td>246</td>
<td>246</td>
<td>246</td>
</tr>
<tr>
<td>Amount</td>
<td>$1,497</td>
<td>$1,405</td>
<td>$1,382</td>
<td>$1,362</td>
<td>$1,342</td>
<td>$1,321</td>
<td>$1,300</td>
</tr>
<tr>
<td>Amount Type</td>
<td>Actual</td>
<td>Actual</td>
<td>Projected</td>
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</tbody>
</table>
Secure and maintain efficient and diverse funding sources.
The Department is dedicated to establishing and maintaining diversified funding sources to enable efficient operational execution of Department goals and objectives. The Department experiences stable funding sources from state and federal grants, matching grant sources, and revenues associated with consumptive activities, including hunting, angling, and boating. Opportunity exists to deepen partnerships, extend the Department’s constituency base, and secure incremental and net-new sources of funding, which is anticipated to improve and accelerate the achievement of the Department’s long-term goals, objectives, and short-term initiatives.

One opportunity is the Department’s participation in initiatives such as the Alliance for America’s Fish & Wildlife (AAFW), which may drive funding from matching sources at both state and federal levels. Additionally, the Department has identified 5-year objectives, which will drive collaboration and partnership in maximizing Federal Aid, grants, and non-matching Federal funding opportunities.

FY18 – 22 Objectives and Initiatives

3.1 Federal Aid and Grants: Identify and secure additional opportunities for federal grant funding sources.

Initiatives:
- Federal Partnerships: Expand the Department’s Federal Aid program through existing federal partnerships as well as seek new federal partners to fund current or new Department projects.

3.2 Non-Federal Matching Funds: Identify and secure additional funding sources to provide match for Federal Aid.

Initiatives:
- Outreach: The Department will contact industry, other governmental entities, NGOs and special interest groups as possible funding sources for the future.
### FY18-22 – Performance Measures

#### 3.1 Federal Aid and Grants

<table>
<thead>
<tr>
<th>Measure 1: New Federal Aid and Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of New Federal Grants</td>
</tr>
<tr>
<td>Amount Type</td>
</tr>
</tbody>
</table>

#### 3.2 Non-Federal Matching Funds

<table>
<thead>
<tr>
<th>Measure 1: Non-Federal Funding Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Additional Non-Federal Funding Opportunities</td>
</tr>
<tr>
<td>Amount Type</td>
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</table>
STRATEGIC GOAL #4: STAFF DEVELOPMENT

Foster staff and organizational development.
The Department seeks to improve cohesiveness and effectiveness by investing in staff and organizational development.

The Department will deliver upon its mission and vision by fostering cohesiveness, collaboration, and partnership across all Divisions. From Leadership to field biologists, each Division will improve communication, knowledge-sharing, best-practices, and skill development to enhance our expertise as experts in habitat and wildlife management.

Staff at every level within the organization is driven by the purposeful work they conduct to protect and conserve habitat and wildlife. To help foster this environment the Department will further strengthen staff and organizational development. This will be achieved by investing in both professional and personal staff training; driving collaboration through execution of cross-Division initiatives; internal strategic communications, and improved approaches to identifying, hiring, and retaining highly qualified staff talent.

FY18 – 22 Objectives and Initiatives

4.1 Cohesiveness: Improve intra- and inter-Divisional cohesiveness to increase efficiency of the Department to meet its mission.

Initiatives:

- **Internal Blog**: Develop and maintain an internal blog to foster communication within the Department.
- **Department Newsletter**: Reinstitute the internal newsletter (Wildside) to build cohesion and improve communication.
- **Department-Wide Projects**: Identify, support, and recruit participation in projects and programs Department-wide.
- **Internal Communication**: Develop and implement an internal communication plan that addresses improved inter-Divisional communications via shared calendars, newsletters, periodic coordination meetings, regular staff updates and opportunities for input and feedback from staff.
- **Cross-Divisional Projects**: Increase information dissemination of cross-Divisional project opportunities and coordination of participation in those projects.
- **Cross-Divisional Training**: Increase cross-Divisional training, such as technical environmental review, survey methods, customer service and data management, to broaden staff expertise and utility and build cohesion through appreciation for work performed in other Divisions.

4.2 Employee Development: Identify and maintain Department-wide use of appropriate tools and provide accessibility to professional and personal development training.

Initiatives:

- **Employee Evaluations**: Conduct consistent yearly employee performance evaluations.
- **Department-Wide Training**: Ensure fair opportunities for training that are accessible by all employees. Training can include personal and professional development from both external and across-Divisional sources.
4.3 Talent Acquisition and Retention: Nurture a technologically advanced workforce by identifying, recruiting, training, and retaining ideal candidates for each position.

Initiatives:
- **Staff Recruiting:** Continue to seek the most qualified applicants through national job postings and promoting well-qualified employees from within the Department whenever possible.

4.4 Staff Safety: Ensure safety of all staff by providing necessary training, equipment, and processes.

Initiatives:
- **Volunteer Training:** Continue to provide volunteer training and safety policies to achieve zero accidents.
- **Field Work Safety:** Implement safety procedures and ensure all staff have received proper safety training and equipment for all field work to minimize exposure to work-place accidents, including maintaining and implementing safety plans for specific field activities.
- **Facility Safety:** Develop and implement facility (hatcheries, WMAs, offices, etc.) safety plans and incorporate safety briefings into standard operating procedures.
- **Air Operations Safety:** Provide safety briefings and trainings to all staff that participate in air operations.
- **Material Safety:** Material Safety Data Sheet (MSDS) information is easily accessed.
# FY18-22 – Performance Measures

## 4.1 Cohesiveness

**Measure 1: Growth in Staff Participation in Cross-Divisional Projects and Volunteer Programs**

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<tr>
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</thead>
<tbody>
<tr>
<td>Percent of Staff Satisfied with Department Cohesiveness, Effectiveness, and Communication</td>
<td>N/A</td>
<td>57%</td>
<td>60%</td>
<td>65%</td>
<td>70%</td>
<td>75%</td>
<td>80%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amount Type</th>
<th>N/A</th>
<th>Actual</th>
<th>Projected</th>
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<th>Projected</th>
<th>Projected</th>
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</table>

## 4.2 Employee Development

**Measure 1: Number of Training Hours Completed by Staff**

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</thead>
<tbody>
<tr>
<td>Number of State Training Hours Completed by Staff</td>
<td>1,081.60</td>
<td>913.25</td>
<td>950</td>
<td>1,000</td>
<td>1,050</td>
<td>1,100</td>
<td>1,150</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Amount Type</th>
<th>Actual</th>
<th>Actual</th>
<th>Projected</th>
<th>Projected</th>
<th>Projected</th>
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</table>

## 4.3 Talent Acquisition and Retention

**Measure 1: Annual Retention Rate**

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</thead>
<tbody>
<tr>
<td>Annual Retention Rate</td>
<td>N/A</td>
<td>N/A</td>
<td>84%</td>
<td>85%</td>
<td>86%</td>
<td>87%</td>
<td>88%</td>
</tr>
</tbody>
</table>

| Number of Terminations (non-seasonal) | N/A | N/A | 40 | 38 | 36 | 34 | 32 |

<table>
<thead>
<tr>
<th>Amount Type</th>
<th>N/A</th>
<th>N/A</th>
<th>Projected</th>
<th>Projected</th>
<th>Projected</th>
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<th>Projected</th>
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</table>

## 4.4 Staff Safety

**Measure 1: Increase Number of Days Without Accidents**

<table>
<thead>
<tr>
<th>Timeframe: Calendar Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Accidents (Cases)</td>
<td>13</td>
<td>8</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>

| Number of Injuries and Illness Types (reportable) | 14 | 8 | 7 | 6 | 5 | 4 | 3 |

| Number of Days Away from Work | 5 | 9 | 8 | 7 | 6 | 5 | 4 |

<table>
<thead>
<tr>
<th>Amount Type</th>
<th>Actual</th>
<th>Actual</th>
<th>Projected</th>
<th>Projected</th>
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</table>
IMPLEMENTATION MODEL GUIDELINES

The model the Department is using to implement this Strategic Plan is structured to both directly cascade to Divisions and engage the organization in cross-functional execution. To accomplish both of those purposes, the guidelines are in red below.

- **People – Roles/Responsibilities:** The strategic plan is intended to engage the entire organization, as much as is practical, with the specific roles to manage implementation:
  - Champion: Responsible for adapting the strategy & communicating performance. Director
  - Strategy Leader (Process Owner): Responsible for leading the implementation process. Deputy Director
  - Objective Leads: Responsible for leading the execution of objectives. Division Administrators

- **Plan Structure – Who Owns What:** The Strategic Plan cascades from the top of the Department directly to the Divisions. Division priorities are “Supporting Initiatives,” ideally not more than seven that are aligned with Department Objectives.
  - Cross-Functional Efforts: There are three objectives; Data Access, Cohesion, and Staff Safety, that will be executed across the entire Department. Every Division shall have one initiative that supports each of these.
  - New Division Initiatives: Division initiatives not represented in this plan should be addressed during the Divisional planning process and added to the Department plan as needed.

- **Process – Cadence of Accountability:** Managing the implementation of a strategic plan is a management process that is ideally integrated with existing processes and meeting structures. The Department’s Leadership Team will manage performance by reviewing progress every other month during the existing meeting schedule.

### Implementation Model Definitions

<table>
<thead>
<tr>
<th>DEPARTMENT PLAN</th>
<th>DIVISION PLANS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Goals</strong></td>
<td><strong>Department Objectives</strong></td>
</tr>
<tr>
<td>Framework - big priorities of the Department</td>
<td>Outcome statements that communicate results</td>
</tr>
<tr>
<td><strong>Definition</strong></td>
<td><strong>Timeframe</strong></td>
</tr>
<tr>
<td>4 years - life of plan</td>
<td>4 years - life of plan</td>
</tr>
<tr>
<td><strong>Lead</strong> = At least ONE Supporting Initiative &amp; ONE Performance Measure</td>
<td><strong>Support</strong> = Initiative optional</td>
</tr>
<tr>
<td><strong>Frequency of Reporting</strong></td>
<td><strong>Reporting System</strong></td>
</tr>
<tr>
<td>July (Actual results of performance measures from the previous fiscal year.)</td>
<td>Measure defined</td>
</tr>
</tbody>
</table>
IMPLEMENTATION MODEL GUIDELINES

The model the Department is using to implement this Strategic Plan is structured to both directly cascade to Divisions and engage the organization in cross-functional execution. To accomplish both of those purposes, the guidelines are in red below.

- **People – Roles/Responsibilities:**
  - **Champion:** Responsible for adapting the strategy & communicating performance.
  - **Strategy Leader (Process Owner):** Responsible for leading the implementation process.
  - **Objective Leads:** Responsible for leading the execution of objectives.

- **Plan Structure – Who Owns What:**
  - The Strategic Plan cascades from the top of the Department directly to the Divisions. Division priorities are “Supporting Initiatives,” ideally not more than seven that are aligned with Department Objectives.
  - **Cross-Functional Efforts:** There are three objectives; Data Access, Cohesion, and Staff Safety, that will be executed across the entire Department. Every Division shall have one initiative that supports each of these.
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### OBJECTIVE OWNERSHIP

Cross-functional objectives are identified in red.

<table>
<thead>
<tr>
<th>Degree of Shift</th>
<th>Director’s Office</th>
<th>DATS</th>
<th>Law Enforcement</th>
<th>Game Management</th>
<th>Fisheries Management</th>
<th>Wildlife Diversity</th>
<th>Habitat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1: Broaden Support</td>
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<td>Recruit, Retain, Reactivate (3Rs)</td>
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<td>Staff Safety</td>
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APPENDIX

EXPECTED OUTCOMES

- Clear understanding of the Department’s Strategic Plan and how each Division seamlessly links to it and is supported by respective Divisional Plans.

- Guidance and structure down to the Divisional level.

- Connection between Department’s Strategic Plan and existing performance measures used for performance-based budgeting.

- Rapidly and efficiently establish the Department’s Strategic Plan throughout the organization.

- Redefine leadership communication and how field staff accepts communication to ensure messaging reaches all levels of the organization.

- Keep the Strategic Plan front and center to drive a cultural shift.

- Present something totally new and different than what has been done before to send the Department in the right direction, has action, and demonstrates results.

- Staff needs to see, understand, and visualize how they fit.
  - Address the problems staff has voiced regarding communication and positive reinforcement.
  - Clearly defined expectations and how they are different from those in place now.
  - Represent the voice of the field staff.
OVERVIEW OF THE PLANNING PROCESS

The Department’s Leadership team, including supervisors and staff, participated in a strategic planning process to develop the Department’s five-year strategic plan. The planning process took place over a three month period in 2016 as follows:

September 2016: The Department contractor, OnStrategy, conducted 12 interviews with the Department’s senior leadership team. Interviews were conducted by phone the week of September 26. Five questions served as interview guidelines to gain strategic insight supporting the development of Department’s long-term strategic plan.

October 2016: All Department employees were invited to participate in the survey, which was distributed via email and completed online. Out of a total of 253 employees invited to participate, there were 105 survey responses. The responses were representative of the total employee base with a 95% confidence level and a 5.9% +/- confidence interval. Survey responses were used to gain perspectives from supervisors and field-level staff supporting the Department’s mission, vision, priorities, and supporting actions.

November 2016: Department Leadership and key Department supervisors and staff participated in a two day planning session to collaborate and build consensus supporting the Department’s Strategic Plan.

December 2016: A beginning draft of the Strategic Plan was submitted to Department Leadership for review.

PLANNING ASSUMPTIONS

- 5-year plan, 4-year Department goals, 2-year Department/Division objectives.
- Grant funding to remain stable for Wildlife Sportfish Restoration (WSFR).
- Grant funding not stable for State Wildlife Grant (SWG) program and Endangered Species Act Section 6.
- Nevada Wildlife Action Plan implementation funding is unknown pending Congressional approval on Sustaining America’s Diverse Fish and Wildlife Resources recommendations.
- Hunter and angler participation rates will remain flat and not decline, although the threat of diminishment exists.
- The degree of shift is dependent on the Division and based on the opportunities.
- There will be a change in state governorship in 2019.
# STRENGTH, WEAKNESS, OPPORTUNITY AND THREATS (SWOT) ANALYSIS

## Strengths
- Deep workforce expertise
- Dedicated employees
- Employee base that is connected to their work and passionate about making a difference
- Solid leadership for advancing the vision
- Strong teamwork within Divisions
- Consistency of funding in certain Divisions
- Regional interaction defines teamwork and cohesion
- Reliance on scientific data leads to better decision makers

## Opportunities
- Improved political outreach
- More NGO relationships
- Non-traditional funding sources
- Improved public outreach
- Broaden constituent base
- Simplified licensure
- Grow the consumptive customer base
- Balance scientific decision-making in a social context

## Weaknesses
- Poor public image/engagement
- Lack of two-way leadership communication
- Lack of cross-Department cohesion
- Inconsistent employee accountability
- Perception of inadequate pay scale
- Staff turnover due to promotions and retirements
- Poor adaptability
- Tendency to reinforce public misconceptions (what does the Department really do vs. what the public thinks the Department does)
- Difficulty conveying the Department’s relevancy in the public arena
- Focusing only on narrow public interest groups, especially those that provide financial support
- Reactive response to issues vs. proactive approach
- Missing opportunities while waiting for the best science to make decisions

## Threats
- Lack of political support/misunderstandings
- Disruption by activist groups/NGOs
- Misinformed public
- Lack of diversified funding
- Federal land transfers to state ownership
- Impact to habitat based on climate change
- Dissonance with federal policy/procedures
- Narrow base of public support
- Ignoring broader public interest groups that do not provide financial support but can do damage
- Social media and modern technology spreads misinformation and accelerates threats
## DIVISION FOCUS

### Divisional Commitments to Cohesiveness and Communications

Driving cohesiveness and strengthening internal communications is a priority for the Department. Each Division has committed to the following activities to further foster Department-wide unity, alignment and conviction toward fulfilling the promises of the Department’s mission and its ability to achieve its long-term vision.

<table>
<thead>
<tr>
<th>Division</th>
<th>Cohesiveness</th>
<th>Communication</th>
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<tbody>
<tr>
<td>Director’s Office</td>
<td>Cross-Divisional support.</td>
<td>Quick and timely responses.</td>
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<tr>
<td>DATS</td>
<td>Take advantage of opportunities to work on regional projects with other Divisions and utilize counter staff as a hub for promoting project opportunities, successes, and stories both internally and externally.</td>
<td>Encourage personal communication over electronic whenever possible. Commit to bi-weekly staff meetings to communicate news, priorities, concerns, and successes between staff and leadership.</td>
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<tr>
<td>Conservation Education</td>
<td>Work on projects with other Divisions. (We rise to the top when we work toward a common goal.)</td>
<td>Internal Q&amp;A Blog with leadership to provide deeper information on internal information across the Department.</td>
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<tr>
<td>Law Enforcement</td>
<td>Work on projects with other Divisions.</td>
<td>Internal Q&amp;A Blog with leadership to provide deeper information on internal information across the Department.</td>
</tr>
<tr>
<td>Game Management</td>
<td>Encourage personal communication over electronic whenever possible.</td>
<td>Internal Q&amp;A Blog with leadership to provide deeper information on internal information across the Department.</td>
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<tr>
<td>Fisheries Management</td>
<td>Work on projects with other divisions. Hold regular staff meetings on a divisional level and encourage lateral communication.</td>
<td>Use the phone more than e-mail.</td>
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<tr>
<td>Wildlife Diversity</td>
<td>Monthly update to the Department highlighting projects, especially projects that promote the One NDOW-theme and highlighting the Department’s mission.</td>
<td>Internal Q&amp;A Blog with leadership to provide deeper information on internal information across the Department.</td>
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<tr>
<td>Habitat</td>
<td>Regular meetings scheduled when others from outside the division can participate.</td>
<td>Coordinate, announce and invite other Divisions on projects.</td>
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